

Sales Management

THE MAGAZINE OF
MARKETING



Bell & Howell

New Products

Success!

AUGUST 4, 1961 50¢

Business Activity Forecast

Industrial Ads That Sell

United Air Lines' Patterson



Before your group meeting plans grind to a halt, call for assistance. These days of business diversification require the diversified services you get from Jam Handy. Ours is a complete program for assistance. You tell us what you want to get across to whom. We'll help deliver your message effectively, memorably and with dramatic clarity. **THE JAM HANDY ORGANIZATION**

Motion Pictures • Business Theater • Slides and Slidefilms • Training Aids • New York Chicago Detroit Hollywood

sales talk

SALES TALK IS DISTRIBUTED TO SALES
MANAGEMENT ADVERTISERS AND PROSPECTS

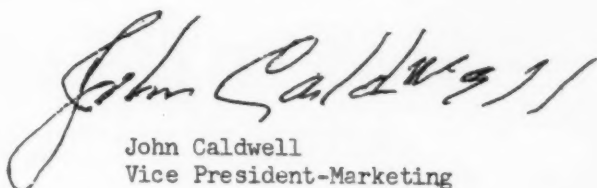
August 4, 1961 issue

SALES MANAGEMENT magazine gets around. When I signed in at the American Airlines Admirals Club in Washington, D.C., the Skipper noted my affiliation and said, "Oh, I see your magazine around the club every day. There is always some one who takes a copy out of his briefcase, and frequently I see passengers tearing pages out of your magazine. Sales Management must be very important. What kind of a magazine is it?"

Ross Corbitt is one Sales Management subscriber who reads on the fly. Corbitt ("call me Ross") now is vice president of Hiram Walker--Gooderham & Worts, Ltd., the parent company of Hiram Walker, Inc., of which he had been president since 1948. Ross Corbitt had invited me to join his table at a sales presentation lunch at the Essex House and he mentioned that he reads Sales Management. Ross travels about 60% of the time and I asked him when he had time to read SM, and in a friendly way I challenged him to prove that he is a reader. Corbitt broke in to declare, "I have a copy of Sales Management in my bag right now!" And did.

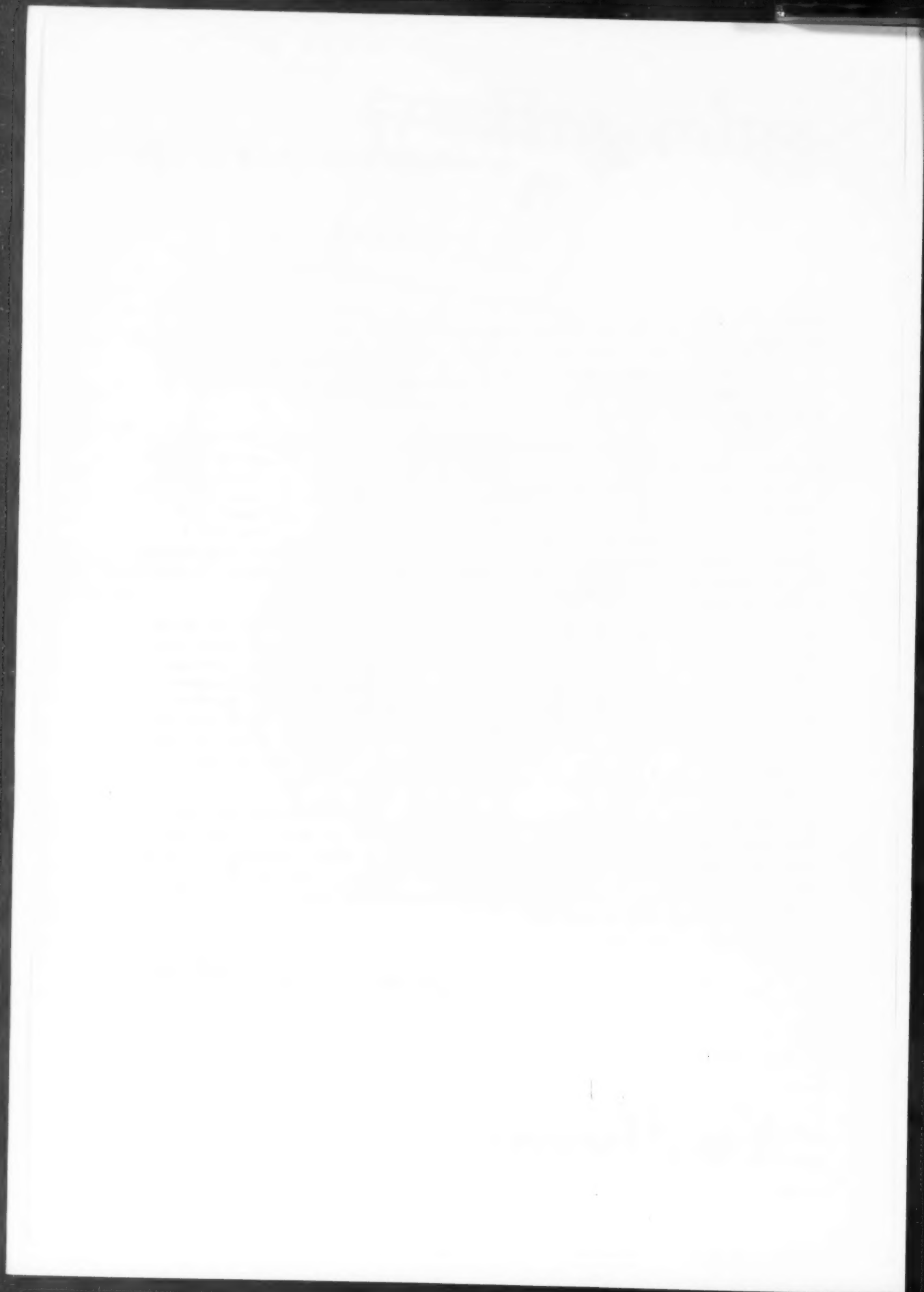
What is important about Ross Corbitt as a subscriber and reader of Sales Management is not the pleasure that fact gives our editors but what Ross Corbitt can do for you as a vendor of your advertising mediums, packaging, and promotional materials. The August 4 issue of Sales Management tells you what Corbitt says is the proper amount of promotion spending for a new product. He's not talking theory. He's telling about the re-introduction of "Ten High" bourbon, of its immediate smash sales success, followed soon by a puzzling petering out of demand, and finally the discovery of the way to rebuild a famous brand name bourbon.

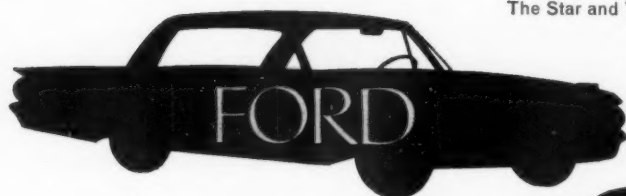
Leaf through the August 4 issue of Sales Management. Whether you are interested in "Getting Your Industrial Ad to Sell" or want to hear the best informed prediction on what Congress will do about expense accounts you'll find this issue chockful of fact and opinion. And we bet you will tear out a few pages yourself--even though Sales Management is not edited for you, but for your customers.



John Caldwell
Vice President-Marketing

Sales Management
THE MAGAZINE OF MARKETING





78.9% of the total
automobile lineage in
Indianapolis appears in
The Star and The News



They're in...in Indiana

with The **STAR** and The **NEWS**

Morning & Sunday

Evening



New cars are big news in this \$4.3 billion Central Indiana market, where 684,000 families own and operate 779,902 automobiles.

With 52.8% coverage of this entire 45-county area, (73.4% in the metropolitan and retail trading zones) The Star and The News give your ads more selling power—at lowest dollar cost—in this big ready-to-buy market.

The Indianapolis Star and The Indianapolis News

Kelly-Smith Company, National Representatives

Photo by Arnold Newman



A man who knows his way around in advertising knows that businesspapers take special talent, special pains—and pay off in special rewards, special satisfaction. For here you're talking to fellow pros—men as impatient with the trite and dull and commonplace as you are yourself. Selling businessmen always calls for your best . . . in businesspapers.

Advertising in businesspapers means business

. . . because businesspapers are the most direct, penetrating and economical way to cultivate specialized markets. Remember, all good selling is specialized and nothing specializes like the business press.



Good business advertising works best in a good businesspaper—a bought-and-paid-for ABP paper.

ASSOCIATED BUSINESS PUBLICATIONS • 205 E. 42nd St., N.Y. 17, N.Y.
201 N. Wells St., Chicago 6, Ill. • 333 Wyatt Building, Washington 5, D. C.

Sales Management

THE MAGAZINE OF
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Photo by Arnold Newman.



The pro's pro takes special pride in a job well done in businesspapers—because this is where advertising faces its toughest test. In businesspapers, you're talking to people who know the score. They rate you, your company and your products on how well you speak their language. From hard-won experience, you know that you put your top talent against advertising... in businesspapers.

Advertising in businesspapers means business

... because, in businesspapers, you can do a dominant selling job, strong enough to create real customer excitement, for comparatively little money. A good businesspaper program is within reach of just about every advertiser.



Now — over 3,160,000 businessmen invest more than \$17 million a year for the purpose of reading ABP papers.

ASSOCIATED BUSINESS PUBLICATIONS • 205 E. 42nd St., N.Y. 17, N.Y.
201 N. Wabash St., Chicago 6, Ill. • 333 Wyatt Building, Washington 5, D. C.

a business proposal

to all companies using 10 or more business cars

Investigate fleetcar leasing—the Hertz way, described by leading companies as “the lowest cost sales-insurance we ever took out.” Find out how Hertz Fleetcar Leasing plans cater to the special needs of larger users of business cars. Discover how they’re tailored for companies which best benefit from the nation’s most extensive coast-to-coast leasing facilities, and from operating efficiency perfected over 30 years. Each “10-Plus” plan replaces your cars with brand-new Chevrolets, Corvairs, or other fine cars; assumes full responsibility for maintenance and repairs; and reduces the many annoying details of fleet administration to the writing of one budgetable check each month. Use coupon below to learn why more and more multi-car companies agree Hertz Fleetleasing makes the best business sense for them.



HERTZ FLEETCAR LEASING,
Att. H. F. Ryan, V.P.
The Hertz Corporation, 660 Madison Ave.
New York 21, N. Y. Dept. D-84

Please send me your new fleetcar leasing booklet.

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
CITY & STATE _____
NUMBER OF CARS OPERATED _____

Letters to the Editors

Address: Sales Management, 630 Third Avenue, New York 17, New York.

'realistic' Canadians

Sales Management carries weight but like the 13th stroke of a clock your “Marketing Newsletter” item on Canadian nationalism [SM, July 7] may shake the confidence of Canadians—and some Americans—in the depth and objectivity of your research.

Canada has a real problem—in fact, we have many real problems. To quote the president of the Canadian Manufacturers Assn.:

“Our competitive position relative not only to the United States but to other industrial giants has been getting worse, not better.”

That, with its ramifications, is a real problem, but it does not follow that there is “rising resentment towards U.S. marketers.”

As to being “emotional” about Canada, how else would you expect Canadians to be?

... All I suggest now is that in writing on Canadian-American relations you avoid jumping to conclusions. You could do serious harm to the basically very friendly relations and mutual confidence between Americans and Canadians.

G. ROSS HERINGTON

President
H. Corby Distillery Ltd.
Montreal, Canada

'trickery' or service?

Anent Paul B. Schumacher's “Who's selling selling?” letter [SM, June 16, p. 35], perhaps these comments may be helpful. Selling has been too often regarded, however unfairly, as a form of trickery, designed to advance the selfish interests of the seller at the expense of the buyer.

On the other hand, marketing can be presented as a fact finding effort to find out the needs and wants of the customer and to then determine if your product or service can effectively satisfy these needs or wants. . . .

Ergo—don't call them salesmen, call them marketing research men, or customer service men. . . .

JOHN COWAN

Managing Director
National Flexible Packaging Assn.
Cleveland, Ohio

now, a new ruling

[Re: “Wanted for Deception: the ‘Slack-Filled’ Package” SM, April 21.]

Judge Reynier J. Wortendyke, Jr., judge of the U.S. District Court of the District of New Jersey, has ruled for the second time that the carton used for packaging chocolate mints by Delson Candy Co. of New York is not

deceptive. Judge Wortendyke stated the following conclusions of law:

“1. Claimant's accused package is not misbranded or misleading within the meaning of the Federal Food, Drug and Cosmetic Act, 21 U.S.C. 301 et seq., and is not in violation thereof.

“2. If applied to bar the use of the accused package, 403 (d) of the Federal Food, Drug and Cosmetic Act, 21 U.S.C. 343 (d) is unconstitutionally vague, indefinite and uncertain, and contravenes the due process clause of the Fifth Amendment of the Constitution of the United States. . . .

“3. Claimant is entitled to have restored to it the goods which were seized by the United States Marshal in this proceeding.

“4. The libel filed in this proceeding should be dismissed.”

ARMIN N. SCHAPER

Vice President, Sales and Advertising
Delson Candy Co., Inc.
New York, N. Y.

► The above “findings of fact” were recently handed down in the latest development in the Delson packaging case. What Judge Wortendyke did in this, his second ruling, was to refuse to bow to the Court of Appeals' edict and instead rendered the same decision he had rendered before, only on different grounds. The Food & Drug Administration is considering another appeal. And, as far as marketers are concerned, they are still on notice that the Government drive on slack-filled packages is very real.

'maintenance salesmen'

Re: “Why Not a Second Sales Force?” [SM, June 16]

I am dismayed. It would be interesting to know how many company managements through the years have recruited salesmen by looking for the men who could develop sales . . . then trained them, assigned them a territory—and watched the business grow.

Are these men the “maintenance salesmen” of the sixties? The management that believes this can soon expect to lose a good volume of its business, because its competitors are now hiring talented salesmen, called specialists, to blast away at the very customers now being sold by the untalented order-taker.

In a great many articles I read, the “buck of sales ills” is passed to the salesmen. Gentlemen, the only buck we want is the green one. We have the talent, skills and energy or we wouldn't be working with you. . . .

ROBERT E. MCCLURE

Commission Salesman
Longmeadow, Mass.



PORTRAIT OF A BUYER ON THE WAY UP

This young man makes a habit of discovery. No wonder he's going up so fast!

You see, when his boss wants product information our hero knows where to find it.

Finding product information quickly, when it's wanted, is no mean trick. But early in his career every buyer learns that his one unfailing source is Thomas Publishing Company.

Think of Thomas Publishing as product information headquarters—because each year they compile 10,000 pages of product listings and sources in four huge volumes called Thomas Register. That's why buyers refer to TR 70,000 times a day—because it is complete.

For similar reasons, buyers study their monthly copy of Industrial Equipment News—looking for product news and information. Their purposeful shopping almost always produces inquiries that lead to sales.

That's because IEN is read by 81,000 men whose job is buying.

To sell more to industry, advertise in IEN and TR. They're published by Thomas, product information headquarters for the men who buy.

THOMAS

PUBLISHING COMPANY

Product Information Headquarters

461 EIGHTH AVENUE, NEW YORK 1, N. Y.

Phone: OXford 5-0500

WHO EVER YELLED

“WILL YOU MARRY ME?”

Yelling doesn't equal selling.

Nobody likes the guy who backs you against the wall, hammers his finger through your chest, and bellows out his proposition.

Some advertising, unfortunately, is like that.

This brings to mind another saying we often hear. Namely, that the man who raises his voice is losing the argument.

The best advertising is persuasion through ideas. Ideas presented *persuasively* are what people buy.

YOUNG & RUBICAM, INC., ADVERTISING

Notes from the Editor's Side Pocket

The Morality of Profit

Senator Kefauver, with or without a coonskin cap, always succeeds in riling me, even at those infrequent times when we seem to be on the same side of the fence on some specific issue. Yet, in all fairness, I don't agree with many of my friends who consider him evil and sinister. Of course he is ambitious, and a zealous publicity seeker, but many admirable politicians belong to that fraternity. To me his worst crime is that of fuzzy thinking. This summer he has been holding hearings on S.1552, a bill that would regulate the cost and quality of drugs. The following paragraph is taken from his 374-page report.

The practice followed by most other countries of making drugs an exception to their patent laws is based upon the simple moral belief that no one should have the right to withhold from the public products which are vital to the health of mankind. No one, it has been felt, should make a monopoly profit on the sale of such products.

Now, that statement appeals favorably to our emotions, as we think of the plight of the helpless and the aged, but either the Tennessee senator wants drug manufacturing to be socialized, and I doubt that he does, or it's an example of his frequent failure to think things through. Unless there is an opportunity for profiting from an invention, of having it as one's own for a period before making the secret available to competitors, who is going to put up the money to do the necessary research?

Profit isn't a dirty word, although even some business executives sound off as seemingly being opposed to it. Spiegel, Inc., the country's third-largest mail order house, has enjoyed Wall Street favor for several years because its profit margin has averaged around 12% (Sears a bit over 10%, Montgomery Ward less than 4%), but last month its president got immensely valuable publicity by announcing that the company would operate a drug department, filling prescriptions at cost. What he didn't say in his publicity release, but which a company spokesman admitted upon questioning, was that this was considered to be a promotion venture, based upon the belief that customers brought in by the profitless drug department would become customers for Spiegel's other very profitable merchandise.

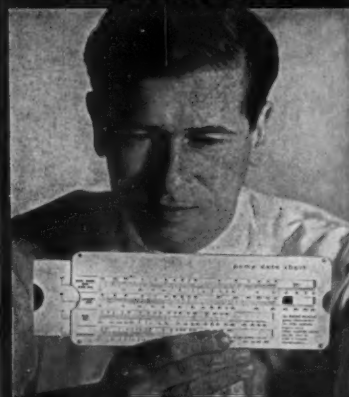
Can There Be Too Much Competition?

In a speech before newspaper advertising executives, Ernest A. Jones told them that they speak long and glowingly of the power of newspaper advertising to bring about desirable public attitudes toward the products and services of his clients—but fail miserably in using advertising to sell the merits of their own product, newspapers. Mr. Jones is head of MacManus, John & Adams, Inc., advertising agency for such well-known clients as Cadillac, Pontiac, Dow Chemical and 3M.

He told them, "Certainly you advertise now . . . but advertising competitive with other newspapers, rather than cooperative, as it should be . . . for in the matter of public esteem you are all riding in the same boxcar. Stop selling just an individual newspaper and sell the fact of newspapers. In my opinion—



DESIGNERS WRITE SPECIFICATIONS



SLIDE-CHARTS HELP THEM SPECIFY YOU

Design people are often hard to find, hard to see, and hard to influence by direct approach.

But they use handbooks, formulae, and involved calculations. And they will use a Slide-Chart which reduces tough problems to the move of a slide . . . and gives answers in terms of your particular product.

FREE: 36-page booklet "14 Tested Ways to Increase Sales..." Write:



PERRYGRAF

slide-charts

product facts at the fingertips
150-D S. Barrington Ave., Los Angeles 49
1500-D Madison Street, Maywood, Illinois



Minneapolis Star photograph by Arthur Hager

What makes a newspaper great ?



KLEEMAN

On a suburban Minneapolis school playground, you meet the future face to face—sometimes with its skin showing. Is this boy a future scientist? Tomorrow's corporate leader? Which one of the girls will become President? Which child is the most gifted? Which one will teach their children's children?

These are the kinds of basic questions facing the nation's educators and ourselves.

The problems and progress of education have occupied much time of, and space in, the Minneapolis Star and the Minne-

apolis Tribune, and these continuing efforts have brought important recognition. For example, the Minneapolis Tribune's Richard Kleeman recently won a coveted 1961 National School Bell Award for distinguished service in the interpretation of education. Kleeman's winning entry was a series of articles based on replies received from a 1960 survey he sent to the chief public school official of every state. Highlights of the series appeared later as a special feature

in *Saturday Review* magazine.

From kindergarten to college, from chemistry to campus athletics, education is a matter that deeply concerns newspaper readers everywhere. And, in a sense, a good newspaper staff is a faculty in itself, for its chief task is also to inform. Keeping readers informed on vital matters helps keep the Star and the Tribune the most respected newspapers in the Upper Midwest—Minnesota, North and South Dakota and western Wisconsin.

MINNEAPOLIS
STAR
EVENING

Minneapolis
Tribune
MORNING & SUNDAY

530,000 COMBINED DAILY • 660,000 SUNDAY

JOHN COWLES, President

Copyright 1961, Minneapolis Star and Tribune Co.

The Editor's Side Pocket

(continued)

which I hope is neither impertinent nor selfish — the newspapers of America should embark on a national campaign of strong institutional advertising, prepared by the best skills available."

The newspapers, if guilty of slugging each other instead of their competition, are no more guilty than scores of other industries in which intramural warfare beclouds the real issue, which is to make the entire industry more prosperous.

In the media field this past month I have seen two striking examples of what I consider constructive selling. Successful Farming, the Meredith publication, is reasonably well assured of getting an important slice of the pie that represents the advertising dollars spent in farm publications, but its owners realize that the bigger the pie the bigger will be their slice. So they invest many thousands of dollars in the production and the road-showing of a color film that depicts the changing aspects of the farm market (fewer farms, bigger farms, bigger incomes and purchasing power) — with not a single mention of Successful Farming except for a closing signature.

In similar vein, the three television stations in Virginia's Tidewater area (Norfolk, Newport News, Portsmouth, Hampton) pool their resources to produce a 17-minute color film designed to update the knowledge of business men about the million-population market they serve. In this film, cooperation goes so far that not even in the signature are the call letters of the sponsors mentioned. The film was produced by "the television stations of the Tidewater area."

Having improved the public image of the farm market, Successful Farming will fight its competitors in an attempt to increase its share of the field; and the three TV stations and their representatives will bore in on each other — but only after the realizable market potential has been increased. It's a pity that this kind of selling is the exception rather than the rule.

Employment Predictions Across the Land

The employment situation will improve materially this quarter, according to the 15th quarterly survey made by Manpower, Inc., among 1,500 business executives.

Most optimistic are the businessmen of the Pacific Northwest, where 36% expect increased employment, followed by California-Arizona and the New England States, each 28%. Strangely enough, the least optimistic were down in that great state of normally big talk, Texas, where only 17% expected to see gains over the second-quarter level. Fewer than 10% of the businessmen in any area expect an employment decline.

Salespower Inc., the subsidiary that supplies temporary sales crews for manufacturers that want to "blitz" the introduction of a new product, reports a 40% greater call for salesmen than in the 1960 period.

Phil Salisbury



THE LONGEST SHOPPING LIST IN TOWN

requires a budget in excess of \$2½ billion a year! That's what it takes to keep recognized U.S. hospitals operating at peak efficiency to maintain their traditionally matchless standards of medical care. And every new advance in medical science adds item after item to the already lengthy list!

HOSPITALS, Journal of the American Hospital Association, can be your most potent line of communication with the group in hospitals who have the authority to buy.

HOSPITALS, J.A.H.A.
840 North Lake Shore Drive
Chicago 11, Illinois

Please send me further information on the market and on the official journal of the hospital field.

name _____
title _____
company _____
street _____
city _____ zone _____
state _____
principal product _____

They're in the News



New 'Outdoor' Man

Provisioned by 26 years of advertising experience, Kent Lee is heading for the great outdoors—Outdoor Advertising Inc., that is, of which he has been appointed president, effective September 1. The company, which is the central sales and promotion organization for the entire medium, aims to develop standardized outdoor advertising and new users for it. . . . Actually, it's not a great departure for the 48-year-old Lee, who has gained a thorough knowledge of outdoor advertising from his years as either account executive or copy chief for such companies as U.S. Rubber, Kelvinator, Packard, and General Tire

& Rubber. His previous position was with the D'Arcy Advertising Co.'s Chicago office as vice president and senior account executive on the Standard Oil of Indiana (American Oil) account. . . . Outdoor Advertising Inc. has 10 sales offices and three creative departments, which supply free counsel and advice to ad agencies (cost and space estimates, market studies, etc.). Organized in 1931, the company had the largest sales volume of its history last year. . . . Lee will replace Felix W. Coste, who's moving up to the vice-chairmanship of the board of directors. . . . Lee is known both as a top salesman and highly creative advertising man. A graduate of Western Reserve University, he's married and has three children—a son and daughter at the University of Wisconsin, another daughter at grammar school. His pleasures beyond the office include photography, golf and travel: he's in Europe this summer with his wife. Come September, they'll be moving from Chicago to New York.

Chief of Chrysler's Merger

From Imperial to Valiant might be considered a letdown from a driver's point of view, but it represents prestige and promotion for Claire E. Briggs, who has been appointed vice president and general manager of the newly merged Chrysler-Plymouth division (which includes Imperial, Chrysler, Plymouth and Valiant). . . . Noted for his success with the Chrys-

ler-Imperial line, Briggs is wiry, opinionated, a veteran of 36 years in the auto business (starting with the now-defunct Graham in 1924). Previously a vice president of Studebaker-Packard Corp., Briggs joined Chrysler in 1955 as division vice president in charge of sales, becoming a vice president of the corporation and division general manager in 1958. . . . Briggs regards the Chrysler-Plymouth merger (the only remaining division is Dodge

Car and Truck) as the climax of a trend. "Over two-thirds of our dealers handle both classes of cars," he points out. "The merger is convenient for them, too." He's satisfied with the Valiant, as a car, but not with its sales. "It needs new advertising, new promotion—which is what we'll give it. . . ." Plymouth will not become the divisional orphan. A brand-new model will be marketed in 1962. "There's a great market for a full-sized car in the low-priced field." The Imperial will face the heavy competition of Cadillac. Though he concedes there has been some brand name dilution occurring at Cadillac, Briggs says ruefully, "I wish we had some of Caddy's problems. . . ." A graduate of the Detroit Institute of Technology, he wanted to become part of the automobile business for as far back as he remembers. Briggs lives in Grosse Point, Mich. He's married, has two daughters—one in high school, the other married (her husband works for a competitor of Chrysler). His chief amusements are boating and fishing, which he enjoys with his wife. ("I'm no damn good at golf," he says.) He is proud of being a salesman. After finishing a session with Chet Huntley for a dealer film, Briggs remarked to a waiting associate, "Well, I sold an Imperial to the make-up girl. Nice girl. I understand she can afford it, too."





***"The business is there—
we need coverage!"***

United can help

Markets change... new ones spring up. Getting to prospects... covering more territory. United can help you—without the expense of adding and training new men, without transferring men.

Serving 117 cities, including the 103 top U.S. markets, United can help you route your men so they cover more territory in less time. With the world's largest jet fleet,

United offers more jets to more cities than any other airline. Your men spend more time selling, less time traveling... see more prospects, make more calls.

Arranging complicated itineraries is just one of the services United has to help you sell. For more information on this—and other aids to sales management—call your local United sales office.

WORLD'S LARGEST JET FLEET



KNOWN FOR EXTRA CARE

WLW RADIO

now



**NOW REACHES
OVER 100,000
HOMES**
... 91% ADULT AUDIENCE
PER AVERAGE ¼ HOUR 6 AM TO 6 PM

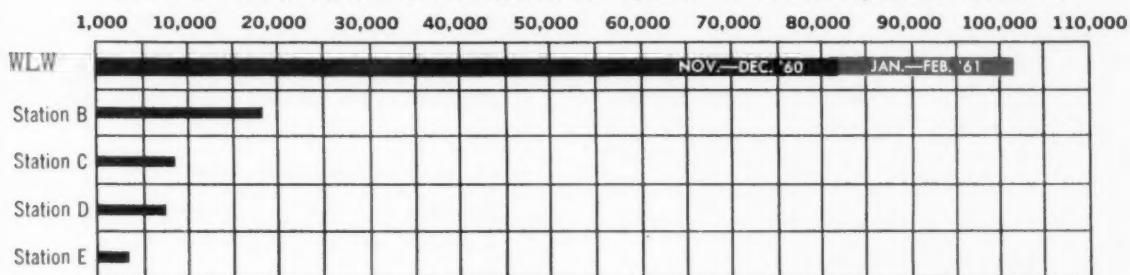
WLW Radio daytime audience has soared to Number 2 spot in the Nation among the more than 4,400 U.S. Radio Stations! That's quite a position — second to one!

And in Cincinnati, WLW still overwhelmingly holds the first place crown—70% of the daytime total audience and 35% of the daytime metropolitan Cincinnati audience.

So when you're buying Radio time, take a good look at these figures and charts . . . and you'll see why you should call your WLW Representative . . . you'll be glad you did!

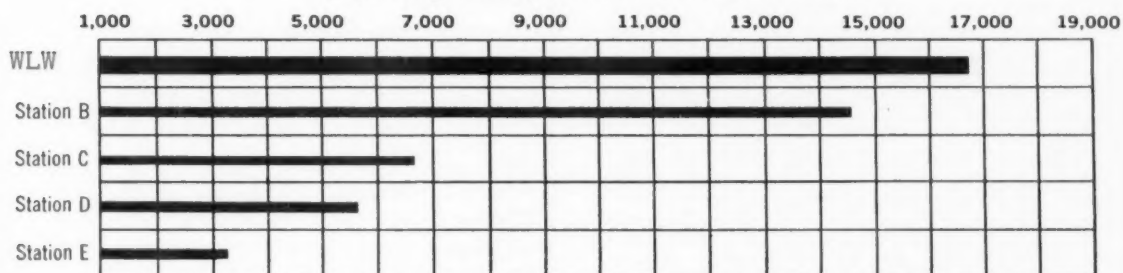
number **ONE** in Cincinnati number **TWO** in the nation in total audience per average ¼ hour 6 AM to 6 PM

TOTAL AUDIENCE OF CINCINNATI RADIO STATIONS (January-February 1961 NSI)
 Number of Radio Homes Reached Per Broadcast—Average ¼ Hour Per 3 Hour Day Part—6 AM to 6 PM.



CINCINNATI AUDIENCE (January-February 1961 NSI)

Number of Radio Homes Reached Per Broadcast—Average ¼ Hour Per 3 Hour Day Part—6 AM to 6 PM—
 projected against 320,000 radio homes in metro Cincinnati.



WLW Radio Nation's Highest Fidelity Radio Station • Crosley Broadcasting Corporation

STARTING OCTOBER 1

**The Daily Oklahoman's locally edited
Sunday Magazine Orbit**

GOES GRAVURE!

Starting October 1, full color rotogravure magazine reproduction will be available to national and regional advertisers in "Orbit," the Sunday magazine of The Daily Oklahoman.

Since 1948, this locally edited Sunday magazine, locally printed by letterpress, has been a top reader attraction throughout Oklahoma. In its new dress . . . dynamic, fresh, sparkling in magnificent colorgravure . . . it will be a completely different Sunday magazine for Oklahoma and a better-than-ever climate for advertising.

No outside major Sunday newspaper supplement has penetrated Oklahoma as much as 2%. No general magazine provides as much as 12% coverage of the state. The Daily Oklahoman's "Orbit" covers 71% of the urban households in Oklahoma

City's retail trading zone, 65% in the 58-county Greater Oklahoma City Market, and 32% of the entire state.

Deadline for the first issue is August 25. For information about rates, deadlines, and space reservations, call the nearest Katz Agency office or General Advertising department, The Daily Oklahoman, Oklahoma City —Area Code 405, CEntral 2-3311, Extension 335.

**Largest Sunday Circulation
in the Entire Southwest**

Six months average,
A.B.C. March 30, 1961

254,526

June 1961 average,
Subject to A.B.C. audit

255,675

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Published by The Oklahoma Publishing Company Representative: The Katz Agency, Inc.

Significant Trends

Depreciation: A Marketing Problem

Could you increase sales if you cut, say, 10% off the price of your product? Many marketing executives could, and some **might be able to do it in the not-too-distant future** — without hurting their already slender profits.

This possibility of lower prices is one big reason (but by no means the only one) why an increasing number of marketers are becoming **vitaly interested** in what was once considered strictly a production or financial headache: the revision of this country's sadly outdated and unrealistic laws governing **depreciation of plants and capital equipment**.

Under the present tax structure, it takes industry so long to recover the money it spends on equipment that many industries now have to make do with machines, techniques and processes that are **15 to 20 years old**.

Worse, creeping inflation has meant that companies today are writing off machines at the prices of the '40's — often only a third or a quarter as much as it will take to replace them with today's more complicated equipment.

Yet to replace equipment before it is fully depreciated is so terribly expensive that it seriously drains the resources available to other necessary corporate functions — **especially marketing**. The result is that today an estimated third or better of our productive machinery is very badly outmoded compared with that of other industrial countries — all of which, incidentally, have more liberal tax plans.

All this means that American business is forced to waste money it could otherwise put to better — and for marketing, more significant — use.

For example, on the most basic level is the effect a more liberal arrangement would have on the

economy as a whole. Many experts, including the Treasury Department, believe that half a million new jobs would be created in the first year after new laws went into effect. In that same period, **\$1.7 billion would be pumped back into the economy**.

There are other even more closely allied reasons why marketers are becoming **very interested** in the depreciation hassle:

- It is basic that as production costs go down, the amount of company money available to marketing increases. **The percentage of profits allocated to marketing would be bound to take a healthy jump.**
- New, more efficient equipment—including the latest wonders of automation — would make possible **major price reductions** which would not only spur buying in this country but would give American industry a more even chance against foreign competition both here and abroad.
- Newer, more versatile equipment would permit a **greater flow of new market-stimulating products**, both by providing a wider range of production possibilities and by making extremely expensive conversion of old equipment unnecessary.
- Tax reform would also allow **marketing to upgrade its own capital equipment**: the home office order-handling, billing and shipping equipment as well as transportation and warehousing facilities in the field.

Fortunately, this tax reform is no longer just a dream. Administration and Congressional leaders are in favor of it. The few pressures against a realistic policy are slowly being overcome.

Right now there is legislation in the works which may well result in a temporary tax credit to be

Significant Trends

(continued)

granted across the board on capital expenditures. Because of its inflexible nature, however, this will tend to have an **unfair cumulative effect**. Therefore, it is more important than ever that genuine, basic revisions be made in the depreciation allowance structure.

Both this year's bill and the sweeping reforms of the future are critically needed steps — **for marketing as well as for the rest of industry**

Innovation Through the Mail

Direct mail advertising in some ways provides a **glimpse into the future**.

The whole advertising field has its problems. More and more new products entering the market, plus hotter competition among all products, promises a steadily thickening stream that threatens to reduce individual ad effectiveness by hastening consumer immunity. Costs are rising rapidly, thus raising the price on ads as they become less effective. And all this is happening when advertising of all kinds is **becoming increasingly vital to the marketer**.

Direct mail, faced with all these problems **plus** increasing consumer hostility toward "junk mail" as well as inordinately fast-rising mail costs, arrived at its crisis **earlier** than other types of advertising.

And, because of its unique relationship with the consumer, direct mail seems to be finding its way out of the maze faster. In short, direct mail is well along the two paths which ultimately hold the answers to all advertising's problems: **audience selection and creativity**.

In the last couple of years direct mail's flight away from the old-time, indiscriminate mailing of cheap, unattractive fliers has been impressive indeed. Improvements made in the area of dealer-help mailings have been especially worth noting. Here

are a few typical examples provided by Wilson B. Prophet, Jr., vice president of O. E. McIntyre, Inc.:

Ford Division of Ford Motor Co. bases an attractive triple-punch offer on its big, colorful "Buyer's Digest of New Car Facts." First a broad mailing goes out in which the consumer is sent an impressive 16-page brochure featuring the latest Ford line. Included is an offer of the 72-page Digest.

The consumer who takes advantage of this offer gets a dividend: by filling out a coupon, he can obtain a scale model automobile from his Ford dealer. A total of **two worthwhile gifts**, just for reading the mail!

Tenneco Oil Co. makes an unusual offer to motorists in areas where new service stations are being opened. Potential customers are given a gold-embossed, initialed car key for filling out a credit card application they receive in the mail and presenting it to a local dealer.

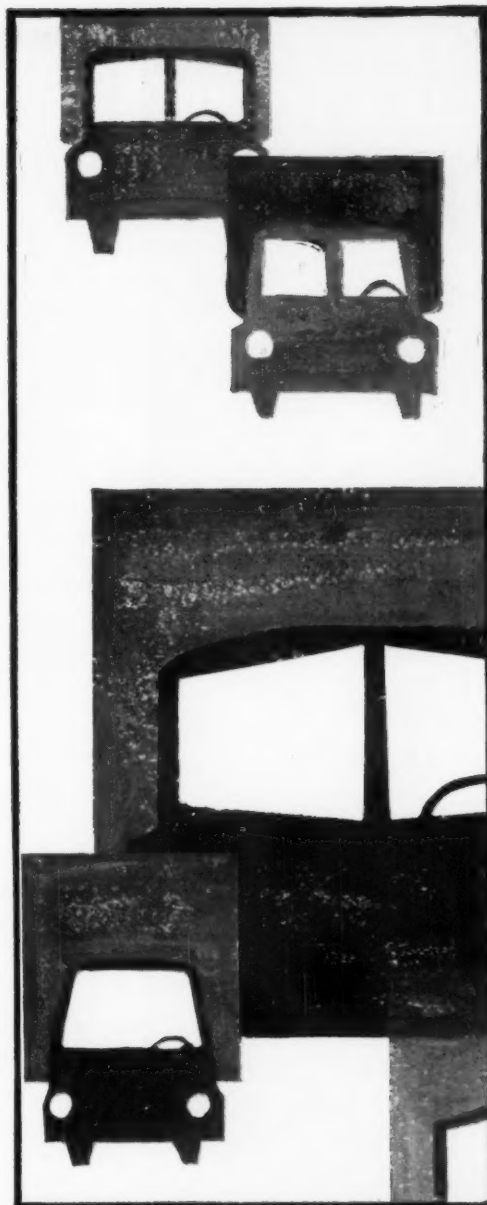
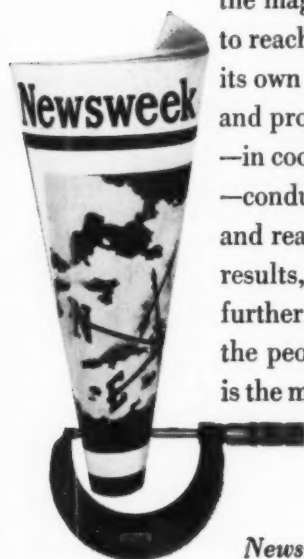
Extra creativity often costs extra money, and this has made it all the more necessary to **trim mailing lists** to only those people who are the most likely customers. In one recent Rambler promotion, for example, special brochures were mailed to only those families living in the immediate neighborhood of a new Rambler owner.

An **Armstrong Cork** mailing to prospective flooring buyers was even more select. The offer, which included a free drink coaster set (one coaster was included in the mailing) went only to male heads of telephone-owning families that owned homes in a high-income area. The coasters were made of Tessera, the flooring material which was being promoted.

As with all forms of advertising, creativity and selectivity are not enough. **Planning, coordination and retailer cooperation** are a few other musts. But together they will form the base of more and more advertising in the future. Right now, it's the **life blood** of direct mail.

**A MAJOR TRUCK
MANUFACTURER**
*found that, in the
newsweekly field,*
**NEWSWEEK
REACHES
ITS CUSTOMERS
AND PROSPECTS
MOST EFFICIENTLY!**

A leading manufacturer of trucks recently welcomed an opportunity to check on the magazines best qualified to reach its market. Selecting its own sample of customers and prospects, the manufacturer—in cooperation with Newsweek—conducted its own marketing and readership study. The results, shown at right, are further proof that, to reach the people *who buy*, Newsweek is the most efficient of the newsweeklies.



A MAJOR TRUCK MANUFACTURER
— 1,424 CUSTOMERS AND PROSPECTS

<small>*based on current black-and-white page rates</small>	<small>% COVERAGE</small>	<small>COST PER MENTION*</small>
NEWSWEEK ✓	27.4	\$20.04
U. S. NEWS & WORLD REPORT	12.6	35.45
TIME	22.1	45.40

Newsweek . . . by industry's own measurements . . . the most efficient newsweekly

A PROFESSIONAL DESK TOP SALESMAN



...IN A 13 LB. PACKAGE



Just open the lid, plug it in and the "FLIP-TOP" presents your sales message the way you want it, complete with sight and sound. See and hear how the "FLIP-TOP" will tell your story at your desk. Write to:

DUKANE
CORPORATION

DEPT. SM-41 • ST. CHARLES, ILL.

ORCHIDS

for her will mean

MORE SALES
TRAFFIC
GOODWILL

NOW
FOR AS LITTLE AS

9¢
EACH

WRITE TODAY!



ORCHAWAII
ORCHIDS OF HAWAII, INC. →

MAIN OFFICE

305 7th Ave., N.Y. 1, N.Y. • OR 5-6500

Branches

• 469 E. Ohio St., Chicago 11, Ill. • Tel. 467-5765
• 24421 Narbonne Av., Lomita (L.A.), Cal. • DA 5-0381

MARKETING

THE BOOM IS BACK

New York—While economists generally are optimistic about the end of 1961, Arno H. Johnson, v-p and senior economist of J. Walter Thompson Co., looks into 1962 with even greater optimism. In a recent talk before The Sales Executives Club of New York, he predicted that the soar would be back in the sixties to the tune of \$360 billion in personal consumption by the end of next year.

Johnson pointed to a \$40-billion backlog of "consumer latent need and demand" left over from the economy's low periods in 1958 and 1960.

He cited Government monetary restrictions as causes of the inflation they were intended to combat and, consequently, of the recession that followed. Barring new restrictions brought about by fear of inflation, he went on to say, and provided marketers get out and sell hard, business in the U.S. could recover vigorously in the second half of 1961 and throughout 1962.

STUDYING ABROAD

New York—Going directly to the source for knowledge of European-made wines and liqueurs, executives and salesmen of Schenley Import Co. recently spent two weeks in Europe.

The company wanted them to soak up product knowledge through "local color," so it loaded 28 men aboard an S.A.S. DC-8 and flew them to the Old World. Led by their exec v-p the executives and salesmen toured wineries and distilleries throughout Europe.

HUSBANDS HAVE A VOICE

New York—When it comes to switching brands, discontinuing brands, or new food purchases, the husband's influence is especially strong, and whenever he goes shopping with the wife, more food dollars are spent.

So says a recent Life magazine survey of supermarket customer shopping habits and attitudes. The illustrated booklet, "One on the Aisle," is based on 10,000 consumer interviews in six key market areas: Hartford, Conn.; Westchester County; Long Island; Atlanta; Chicago, and Los Angeles. The

study is the result of the efforts of Life Marketing Laboratory to discover motivational factors and buying habits. It combines permanent panel techniques with in-store observation and consumer interviews. Copies are available upon request to Ed Mooney, Life grocery merchandising manager, Time & Life Building, New York 20, N. Y.



MILLION-DOLLAR AD

Chicago—By some standards, the "Eve" in the Maybelline Co. ad may be a little overweight. She's costing the company \$1 million.

Maybelline is building its current campaign around one 4-color ad entitled "For the Many Faces of Every Eve." In a concentrated 3-month period extending into Sept., the ad, featuring the Picasso-like photograph of a woman's face, will appear in approximately 44 magazines and numerous newspaper supplements.

The expenditure represents one of the largest for a single ad in any field. It is expected to be seen by 200 million adult women.

MOST MISUNDERSTOOD

Norfolk-Tidewater, Va.—Three TV stations serving the Norfolk-Tidewater area—Norfolk, Portsmouth, Hampton and Newport News—are out to "sell sellers" that their area is "the most misunderstood market in America." And marketers, they feel, should think of the four cities as one large metropolitan area, thus according it higher status on advertising lists.

The three normally competitive TV stations, WTAR-TV, WAVY-TV, and WVEC-TV, are pooling their sales promotion resources in an effort to change their market's ranking in the eyes of sales and advertising executives. Norfolk is 46th in size and

on the *MOVE*

Portsmouth 120th in the Standard Metropolitan Statistical Market listing. Consequently, national advertisers buying fewer than the 46 top markets would by-pass the area entirely.

The TV stations maintain that the multi-city Norfolk-Tidewater area meets all the criteria for a market listing as a metro area. Such a listing, or consideration, would then make it the 29th market in the country, with a population of more than a million.

SALESMEN FLUNK TEST

Washington, D. C.—Ex-retail salesman Sen. Barry Goldwater likes to test retail salesmanship in the cities he visits.

He enters a department store, goes to the cosmetics counter, and asks for a package of razor blades. He pays with a \$5 bill and is ready to buy anything up to that amount suggested by the clerk.

"Believe it or not," he says, "in trying this in countless cities over 10 years, I have had only two sales people get the entire \$5.

THE MILITARY MARKET

New York—There are 6 million servicemen in the military market who earn \$10 billion annually.

These and other facts were revealed in a survey conducted by Batten, Barton, Durstine & Osborn, Inc. The report, entitled "Military Market for Consumer Products," outlines facts and figures about the different military markets, selling and merchandising ideas and suggestions, how the military dollar is spent, and gives statistics on age, personal distribution and salary ranges of the military.

Copies of the report may be obtained by writing to the Marketing Department, BBDO, 383 Madison Ave., New York 17, N. Y. There is a \$1 charge for each copy.

STRETCHING THE AD DOLLAR

Albany, Ore.—This lesson in getting extra mileage on the ad budget comes from the backwoods.

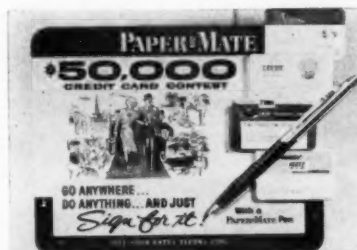
U.S. Plywood Corp. recently sponsored a one-hour local telecast of the

3-day World's Championship Timber Carnival—a collection of chopping, sawing and birling events backed by the Junior Chamber of Commerce. The company employed institutional commercials during the telecast. Now it has an hour-long color-film record of the events for educational showings throughout the country.

HOUSEWARES TO GROW

Chicago—A 15% annual increase in houseware sales through supermarkets is predicted for the next three years.

The forecast was made by the American Research Merchandising Institute at the conclusion of a survey of its distributor members. Currently, housewares account for 70% of all non-foods supplied to supermarkets by ARMI service distributors, according to the survey.



CREDITABLE CONTEST

Chicago—Scorning cash, The Paper Mate Co. is offering \$50,000 in credit card prizes in its current consumer contest.

For completion of a 4-line jingle the contest offers 501 prizes—the first is \$10,000 in free credit cards using any combination of Diners' Club, Trans World Airlines, Hertz Rent-A-Car, and Shell Oil Co. cards.

Not-to-be-overlooked regulation: the fourth line must be written with a Paper Mate pen! (Since it makes its own inks PM can identify them.)

CHEAPSKATES

New York—"In no industry so large as soft goods is the average advertising appropriation so niggardly."

This statement was made by Walter Weir, Chairman of the executive com-



Chicago's finest
luxury hotel

Executive House

Drive-In-Parking
Restaurant and Lounge
Write for colorful brochure
EXECUTIVE HOUSE
Dept. S, 71 E. Wacker Dr., Chicago 1, Ill.
Financial 6-7100
A. M. QUARLES,
General Manager



Greensboro
IN THE
TOP 20 IN

TOTAL RETAIL SALES

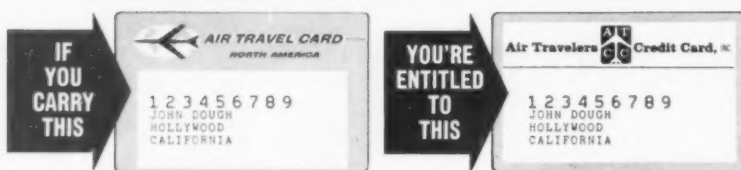


Sales grow bigger and faster in the Greensboro metropolitan market—where retail sales have increased a hundred million dollars in just five short years. Schedule your advertising in the only medium with dominant coverage in this market and selling influence in over half of North Carolina.

Greensboro News and Record
GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.

ATTENTION Air Travel Card Holders!*



5% DISCOUNT ON EVERYTHING YOU BUY ATCC PUTS REAL MONEY IN YOUR POCKET

That's right. Air Travelers Credit Card gives you 5% right off the top. Each month you or your company receives a 5% discount on all charges billed by Air Travelers. Cash and other credit cards are virtually eliminated. It's easy to calculate the savings each year merely by figuring 5% of what you spend; however, when estimating what the 5% will amount to, don't forget that in addition to the normal goods and services available on other cards, such as: transportation, restaurants, rental cars, lodging and gasoline, the ATCC CARD IS GOOD FOR THE PURCHASE OF PRACTICALLY EVERYTHING INCLUDING: AUTOMOBILES (ANY MAKE), CLOTHING, GROCERIES, INSURANCE, AND ALMOST ALL HOUSEHOLD ITEMS.

\$250.00 CASH ANYWHERE ANYTIME

WE GUARANTEE YOUR CHECK! Through our member merchants, your check is good up to \$250.00 anywhere anytime. This service alone justifies the annual fee.

PRESTIGE PREFERENTIAL TREATMENT WHEREVER YOU GO

People know who you are. Maitres de take notice, and those hard-to-get reservations seem to open up.

YOU HAVE EXCELLENT CREDIT

The excellent credit relations that have been established enable us to issue the ATCC card exclusive of the familiar expiration date plus extend a discount which represents our savings on losses that may be sustained on average credit.

- * ANY AIR TRAVEL CARD USER QUALIFIES INDIVIDUALLY OR AS A COMPANY, even though his Air Travel Card is issued in a company name. No deposit or credit information if you carry an Air Travel Card. In the event that you do not carry a card, upon receipt of the customary \$425 deposit and the completion of a credit investigation, your ATCC card will be issued — or contact your favorite airline for an Air Travel Card.

Air Travelers  Credit Card, INC.

CLIP AND MAIL IMMEDIATELY TO:

HOLLYWOOD 28, CALIFORNIA

AIR TRAVELERS CREDIT CARD, INC.
HOLLYWOOD 28, CALIFORNIA

My Air Travel
Card Number is: _____

CHECK ONE

- ☐ Company Account
Statement to Office
☐ Personal Account
Statement to Office
☐ Personal Account
Statement to Home
☐ I do not have an Air
Travel Card. Please
Send Application.

Name _____
Home Address _____
City _____ State _____
Firm Name _____
Office Address _____
City _____ State _____
☐ \$25 Fee Enclosed ☐ Bill Me
Applicants Signature _____

If applying for more than one card, print other names and addresses on a separate sheet.
Fee \$25 each card per calendar year. My application is submitted, subject to acceptance, rules, and regulations of Air Travelers Credit Card, Inc.

* Air Travelers Credit Card has no connection in any way whatsoever with The Air Traffic Conference of America, The International Air Transport Association, Universal Air Travel Plan, or any airline.

Marketing on the Move

(continued)

mittee, Donahue & Coe, in criticism of the textile group at the Assn. of National Advertisers. Weir excluded fiber producers in making his charge. He claimed, in fact, that the generosity of fiber producers has encouraged those with end products to do even less advertising on their own and to depend on what the fiber producers do for them.



Wouldn't you like to be in his shoes!

Endicott Johnson Corp. introduces its new line of men's shoes, "The Man." It represents a departure from the usual seen-but-not-remembered men's shoe ads.

SEX TO SELL SHOES

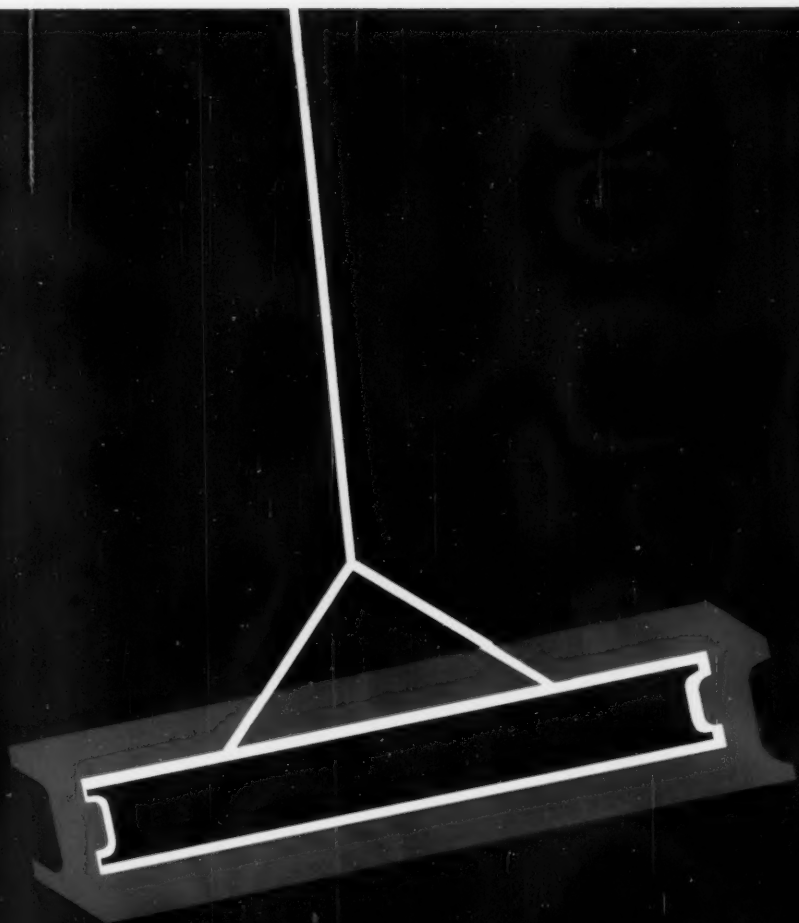
Endicott, N. Y.—Putting some oomph into men's shoe ads, Endicott Johnson Corp. creates situations that "any red-blooded man can project himself into."

Beginning with the September issues of Esquire, Playboy, Argosy and Sports Illustrated, the campaign will introduce Johnson's new line of men's shoes, "The Man." It represents a departure from the usual seen-but-not-remembered men's shoe ads.

MARKETS FOR CHEMISTS

Bolton Landing, N. Y.—The Chemical Market Research Assn. will play host to electrical and electronics industry experts at its forthcoming meeting.

Scheduled for Sept. 10-12, the meeting will be held at the Lake George Sagamore Hotel. The purpose will be to stimulate new product development by the chemical industry to better serve the present and future needs of the electrical and electronics industry. The experts will discuss industry trends and problems in material utilization.



TIME is the shape of the construction market

CONSTRUCTION EMPLOYEES
Circulation concentration in the top 100 counties

TIME, The Weekly Newsmagazine	58.8%
Holiday	55.6%
Life	54.7%
Sports Illustrated	52.3%
U.S. News & World Report	51.3%
Newsweek	49.7%
Reader's Digest	49.5%
Look	45.6%
Better Homes & Gardens	44.8%
Saturday Evening Post	43.4%

Sources: Sales Management's "Survey of Buying Power" (5/10/59) and latest available publishers' reports—TIME (3/23/59) • Holiday (March 1957) • Life (10/26/59) • Sports Illustrated (3/2/59) • U.S. News & World Report (3/28/58) • Newsweek (3/23/59) • Reader's Digest (April 1959) • Look (3/18/58) • Better Homes & Gardens (April 1959) • Saturday Evening Post (3/14/59)

Fifty-nine percent of America's construction workers are employed in just 100 of the nation's 3,070 counties. In these boom areas, TIME concentrates more of its circulation than does any other magazine with over half a million circulation. TIME families are the builders' prime prospects: 70% own their own homes, 36% own other property as well. TIME takes you where prosperity is . . . where the biggest sales are built.



TIME . . . TO REACH 2,550,000 TOP-OF-THE-MARKET FAMILIES

**Florence, daughter of the
new Confederacy**

The confederacy is of industry and agriculture, the result a new and productive South. Florence, the nation's fifth largest single-station market, is a unique heir of this dynamic union and a worthy target for television marketers.



WBTW

Florence, South Carolina

*Channel 8 • Maximum power • Maximum value
Represented nationally by Young Television Corp.*

A Jefferson Standard station
affiliated with
WBT and WBTW, Charlotte



Marketing Newsletter

EXPENSES

no crackdown yet,
but expense accounts
may be tightened

Congress won't buy President Kennedy's drastic plan for outlawing many expense account tax deductions. The powerful House Ways & Means Committee discarded several Administration proposals as too severe. Don't worry about: talk of outlawing all customer entertainment costs; a \$30-per-day limit on travel; a \$4-to-\$7 ceiling on business luncheon tabs.

In recent hearings Ways & Means (which virtually writes all tax laws) reached several tentative decisions. From experience, they are rarely reversed, sometimes modified. Odds are heavy that they will be translated into law, late this year or in '62. Even a '61 law would probably not go into effect before Jan. 1, because of record-keeping. . . . But here's what to expect, based on tentative decisions of Ways & Means:

- ENTERTAINMENT—Creation of "good will" alone would not be enough. Taxpayers would have to prove a direct relation between entertaining customers and "production of income."
- BUSINESS LUNCHESES—A "reasonable allowance" would be permitted if meals are "furnished under circumstances conducive to a business discussion." That could mean quiet restaurants pass muster but not noisy cabarets.
- BUSINESS GIFTS—The proposed \$10 limit would be upped to \$25 per individual per year. So in '62 a case of Scotch for Christmas might be out, but three bottles, okay.

STRATEGY

look-alike marketing
goes down the drain

Appliance marketers are secretly admiring Frigidaire's latest innovation--a "15-year lifetime test" for its '62 line of automatic washers. . . . The idea's simple: an accelerated product test equivalent to 15 years of operation; "every part is watched for any conceivable weakness that might lead to a breakdown." Then the idea is dramatized, advertised, tied into an over-all marketing program--one aimed at rising above the mass of me-too products and claims in appliance selling.

Actual sales results will be a long time coming. But credit Frigidaire (division of General Motors) with creating a new, probably successful innovation on the timely theme of product reliability. . . . It could be a lesson for many a marketer--of industrial products as well as consumer goods.

ADVERTISING

export magazine
plan dropped

Plans for an export trade magazine, to be published by U.S. Commerce Dept.--and financed by advertising--have been dropped. Advertising and publishing groups helped kill the idea. . . . Sen. Clair Engle (D., Calif.) author of the bill containing this plan, disavowed the magazine scheme and agreed to strike it. He claims an unidentified Commerce staffer dreamed up the idea, that top brass did not know of it until screams of protest were heard (SM, July 21, page 7).

PRODUCTS

toy makers hit
for poor quality

Toy marketers are worrying about product quality. Antitrust Chief Lee Loevinger openly attacked the industry for products "that are poorly made, ill-fitting, malfunctioning and easily breakable." He's "considerably disturbed at the quality of a good many of the things that are being marketed today for children as toys." He's annoyed because many toys "require the skill of an artisan" to be put together.

This is no aimless gripe. Loevinger demands the highest ideals in making and marketing products for children. He declares that "the sale of goods of this sort [poorly made, etc.] for children augurs ill for the future of society." He even suggests that "if there is one field of marketing above all others in which it is important that quality above all should be sought--even, if necessary, at the expense of profit--it is in the marketing of things for children." . . . Loevinger's trust-busters can't do much about product quality. But watch his words get repeated by congressmen and consumer spokesmen.

FTC

a speedier
striking force

The Federal Trade Commission is launching a campaign to speed up its striking power. In doing so, it will be able to multiply its efforts in policing sales and advertising practices. . . . Marketers are already seeing faster and broader investigations by FTC, often via the mails. Now there'll be speedier prosecution and trial of cases.

The time-honored tradition: Some FTC actions would linger four or five years before being resolved, and then be taken to the courts, maybe for an equal length of time. The new system: All cases will be expedited; hearings will be held continuously until completion; delaying tactics will be curbed by new technical rules. . . . Now some cases will be settled as quickly as a Mexican divorce: "Any negotiations looking to settlement of a case by consent order will be conducted prior to the issuance of an FTC complaint." . . . Maybe the competitor selling unfairly will be dealt with more rapidly.

PRICES

cut-price drive
proposed by Keating

A massive Government campaign to encourage retail merchants to expand sales by cutting prices has been proposed by Sen. Kenneth Keating (R., N.Y.). His goal: To help prevent inflation by keeping the price level steady. . . . Keating asks: "What could be more logical as a means of combating inflation than cutting prices to expand sales and stimulate economic activity and growth? Such a program could easily be initiated by the Secretary of Commerce, who has already said that what the economy needs is more salesmanship."

Keating is a bit leery about the word "salesmanship." He says it's often used to describe "a certain glibness and superficiality, which is not and should not be regarded as a basic stimulator of economic activity." What he has in mind is a concerted effort to persuade sellers to "advertise and stress efforts to provide goods at lower prices."



Call-in orders... lost!

Good customers... annoyed!

Decisions... stymied!

Sales leads... sidetracked!

HOW MUCH MONEY do you lose each week because callers keep getting your "busy" signal?

The business you're losing may run into hundreds of dollars. Change this picture with additional phone lines.

Nobody profits from a "busy" signal. You make money only when your prospects, customers, salesmen and suppliers can reach you and your staff easily.

With enough telephone lines into your business, call-in orders reach you on the first try. Sales leads get to you while they're hot. Questions are asked and answers given on the spot.

You make more profit, because you avoid delays.

And this extra profit is easy to get. To start the ball rolling, just call your Bell Telephone Business Office and ask for a Communications Consultant.



The best communications in the world can't help your business if you don't know about them. This man is one of our Communications Consultants. He can bring you the full story — how to beat the busy signal and dozens of other ideas for cutting costs and building profits. Call him. His services are offered free, without obligation.

BELL TELEPHONE SYSTEM

The one source for all business communications





IDEAS for a mogul's bedroom



IDEAS for a little garden sitting room



IDEAS your wife will want to follow step-by-step



Better Homes *and Gardens*

The family IDEAS magazine
August 1968 • \$3

- Mrs. Kennedy's choice for the White House—ELEGANT ANTIQUES CIRCA 1800-25
- What it's really like to move to CALIFORNIA
- BONUS! 88 outdoor projects you can build

NOW 3 EDITIONS AND OVER 5,250,000 COPIES EVERY MONTH

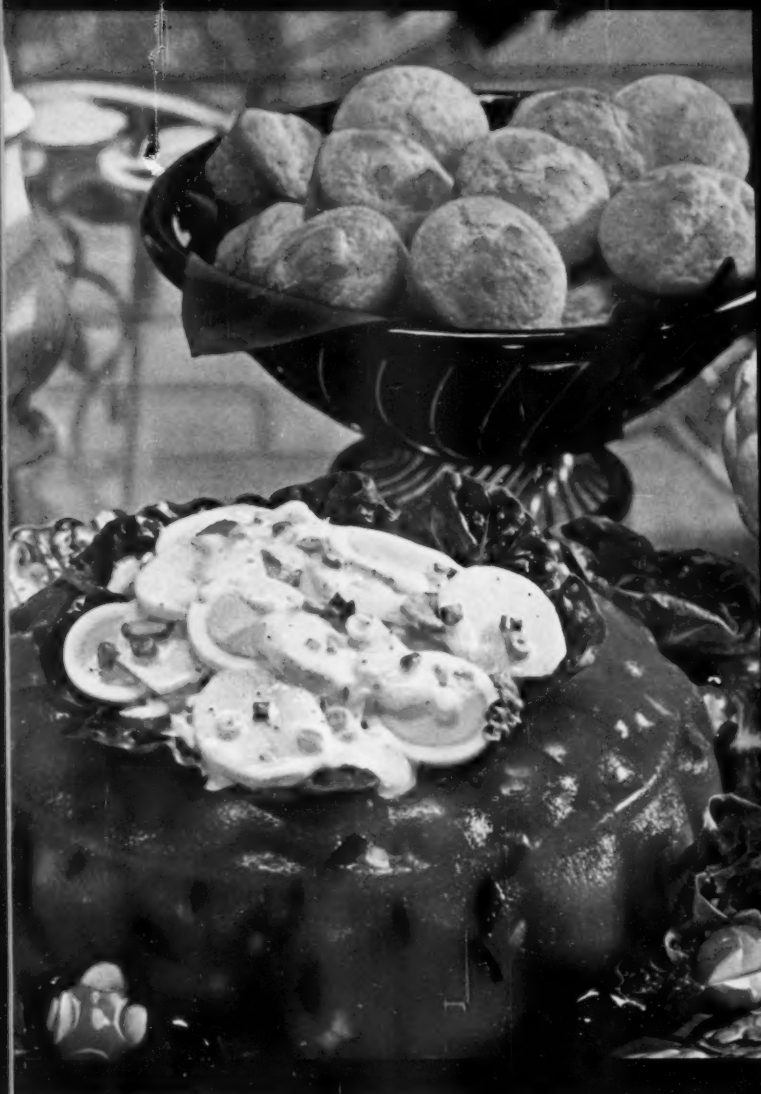
THE FAMILY IDEA MAGAZINE

They spring at you from every page of Better Homes and Gardens. Ideas! Just glance through a copy. You'll find ideas about food, furnishings, building, gardening, travel and *purposeful puttering*—all compellingly presented to interest you, your wife, *anyone* wrapped up in family living.

Nearly 15 million adult men and women—*like that*—turn to the pages of BH&G month after month. Actually, during the year, a *third of America*—the family-centered, top-spending third—looks to Better Homes and Gardens for ideas about what to do and what to buy for a happier family life, at home or away from home.

And all this makes BH&G a very, very profitable place for advertisers to display what they want to sell. *Meredith of Des Moines*... America's biggest publisher of ideas for today's living and tomorrow's plans.

Where America
shops for IDEAS
that make SALES



IDEAS IN ACTION



Fabric-covered chest

The front and sides of this old chest were covered with upholstery padding (5-yard package is about \$2.50), then fabric was stapled over the padding. The trimming—dress braid—was glued in place. Cost: as little as \$10.00.



Here's a way to make a graceful entry

This tiled entry, separated from the living room by a graceful screen, offers a gracious welcome to any guest. A simple divider was made of two by twos, slatted to support inexpensive ready-made wood screens. An unfinished bookcase was incorporated in the divider.

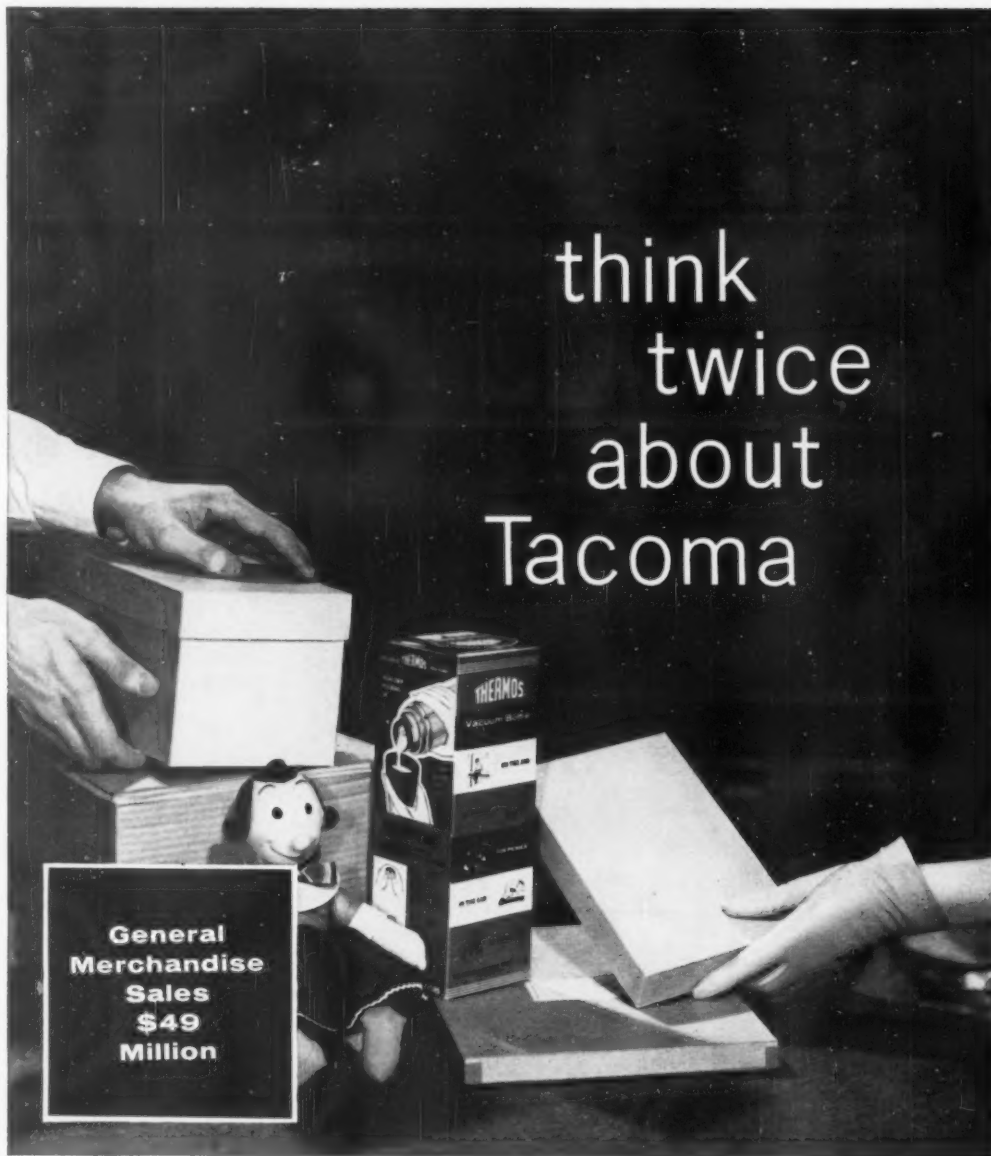
Colorful ceramic tile makes a practical floor and is easy to keep clean in wet weather. The tile further defines the entry area. \$49.25



IDEAS

for building a greenhouse
on any color house

Planning a promotion in the Pacific Northwest?



think
twice
about
Tacoma

**General
Merchandise
Sales
\$49
Million**



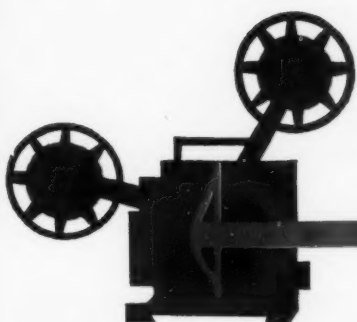
Washington State's Puget Sound Circle is a vital, growing, concentrated market. In selling this market, your distribution, sales, and merchandising forces cover both Seattle and Tacoma. Your advertising must do the same. That means Tacoma is an essential buy on every Pacific Northwest newspaper schedule!

- 1.** Tacoma *must* be covered if you want full selling effectiveness in the Puget Sound Circle—biggest market north of San Francisco.
- 2.** Tacoma can be covered only by the Tacoma News Tribune—delivering 82.1%* coverage of the metro area. No outside daily (or combination) can provide you with merchandisable coverage in the Tacoma market.

*Newspaper Rates and Data

TACOMA NEWS TRIBUNE—An "A" schedule *must*. Circulation now more than 86,000.

Ask the man from Sawyer-Ferguson-Walker Company.



Bell & Howell: New Products SUCCESS!

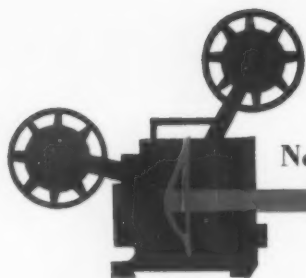
One of the biggest demands to be met in today's markets is change. In the months immediately ahead, the vigor with which creative new products are conceived, developed and introduced will almost certainly spell the difference between merely holding the line and pushing ahead to a sharply increased share of market.

Bell & Howell, a leading producer of photographic equipment, business machines and electronic instrumentation, is meeting this demand with one new product success after another. The secret: hurdling consumer barriers.

Sales Management wanted to know more about the reasons behind new product success at B&H, and Carl G. Schreyer, vice president, marketing, provided the answers. On these pages, the SM camera takes you from the moment an idea is conceived—and this process is continuous at B&H—through the final sale to the customer. The result is a revealing profile of how a large marketer successfully handles new product development.

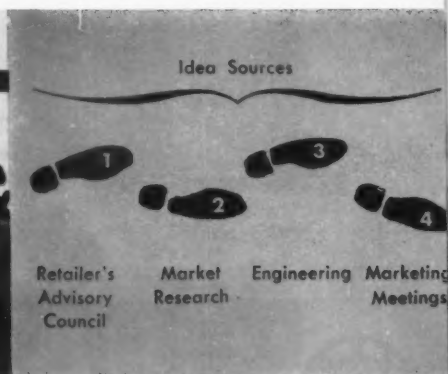
The Bell & Howell Model 542 Filmosound Specialist—a 16 mm sound projector conceived, designed and developed especially for the audio-visual market—will be our subject.

continued on next page



New Products SUCCESS! (continued)

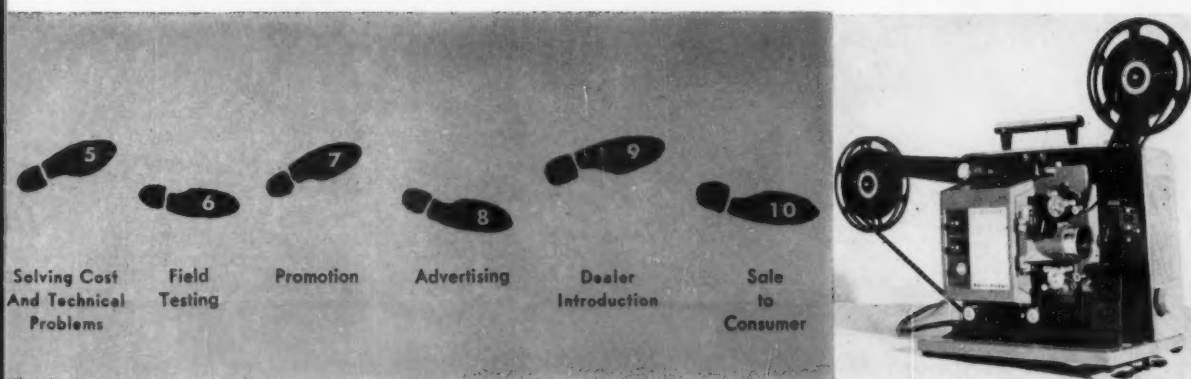
From idea ... to



1

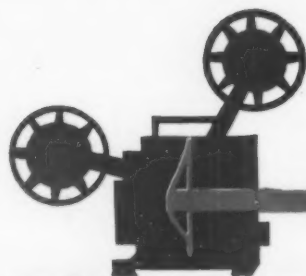
"NEW PRODUCT IDEAS," says Schreyer, "generally develop from four main sources: the Retailers' Advisory Council, market research, engineering and the marketing group. For example, the dealers in each of our 16 areas elect a representative dealer from their area to sit on the council for one year. These men are in tune with the needs of the market. They know pretty well what the consumer wants in the way of new features, new products and even re-design of existing products. If the particular want is not being met, we consider it a barrier to the increased sales of that product line. The RAC meetings provide us with many such barriers and, often, solutions as well."

"Model 542"—10 Steps in New Product Development



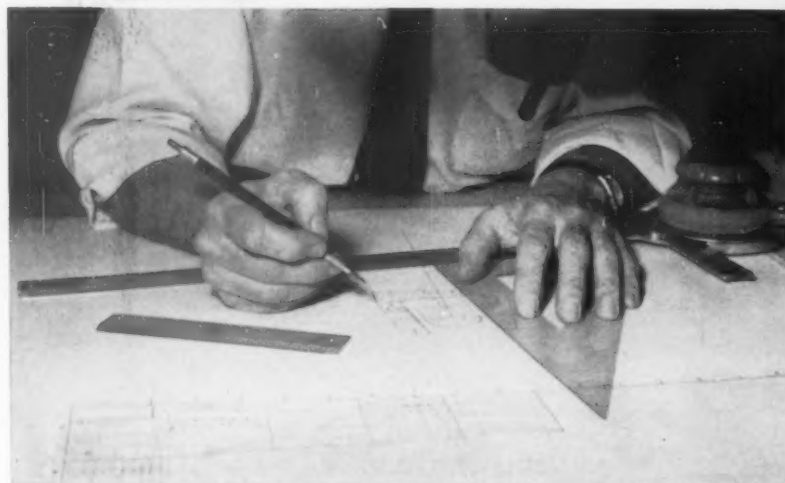
2

"MARKET RESEARCH PEOPLE at B&H are, of course, constantly watching the market for signs of consumer barriers. By the very nature of their work, they are in touch with market needs. These people are quick to spot a barrier and, often, equally quick to spot a method for hurdling it."



New Products SUCCESS! (continued)

3



"THE ENGINEER is concerned with the technical design and function of our equipment and, therefore, is in a position to take early action on what he considers to be a consumer barrier. Many new feature, new product and new design ideas come from our engineers for marketing evaluation."

5



THESE CONSUMER BARRIERS to increased audio-visual sales were passed along to the engineering department. Solutions were presented to the marketing group in a second meeting. Also discussed at that time were costs. Following this conference, additional meetings brought costs into line and resulted in decisions as to what should be done to counter each barrier.

For example, a brand new lighting system placed more light on the screen than had ever been thought possible. Bulb removal was facilitated by the develop-

ment of a "pop-up" change system. Inclusion of magnesium components, a fiber glass case and printed circuits drastically reduced the over-all weight of the projector. Fold-away reel arms and springs did away with the installation problems on these items. And, finally, automatic frame setting allowed the teacher to set individual frames with a flick of the finger. Consumer barriers were solved.

The result? The Bell & Howell Filmosound Specialist 540 line—a formidable new competitor in the audio-visual market.

4

THE MARKETING GROUP—sales, finance, engineering and sales promotion — consolidates and evaluates the suggestions and ideas submitted by the other groups and then adds to them.

"At one of these meetings," continues Schreyer, "we found ourselves with a whole collection of consumer barriers which, while our share of market had been excellent, prevented us from selling the audio-visual market properly. For instance, new schools emphasize floor-to-ceiling windows which mean more light. Unfortunately, this



was bad for the projector which, bathed in exterior light from the windows, could not place enough light on the screen.

"Next, the projector was too heavy for convenience, and the exciter and main bulb were next to impossible to change quickly when they burned out. We also found that the insertion of the

reel arms and springs was a real nuisance for the teacher.

"Finally, when the teacher wished to stop the projector to examine a certain frame, she had a terrible job setting it in such a way that a complete frame would be visible. Here was a ticklish engineering problem that had to be solved."

6

"**AFTER APPROVAL,**" Schreyer reports, "we tested our new Specialist projector in the field under varying weather conditions. Temperature and humidity are vitally important to the success of a projector and film. Disguising the B&H name so that brand preferences would not be a factor, we sent five teams into five different areas representing varied climatic conditions. Areas were picked to cover 65% of the range of conditions experienced in the U.S. in a year's time.

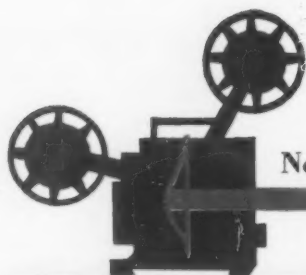
"An engineer accompanying the research interviewer tested



the film conditions and recorded climatic effects. The machine was tested in schools, universities, libraries, plants, state depart-

ments and even public utilities.

"The results were gratifying and the project was turned over to sales promotion."



New Products SUCCESS! (continued)



7

A SALES PROMOTION CAMPAIGN was initiated in which the new Specialist projector was explained to dealers across the country. Specially designed kits and training literature supported this effort as B&H salesmen and dealers began to approach the audio-visual market from coast to coast with the new product. Many meetings were held with administrative and educational groups, who also had received promotional literature on the Specialist.

9

B&H DEALER NETWORK was contacted by the salesman, the features of the new Specialist were explained and sales techniques outlined. Finally the salesman passed along a full supply of promotional literature designed to help the dealer-salesman in his subsequent calls upon audio-visual prospects.





8

ADVERTISING on the new Specialist projector got under way almost immediately following final OK's from engineering. Aiming squarely at the audio-visual prospect, ads were placed in appropriate business publications. Here Schreyer, makes last minute checks on Specialist copy.



10

SALES CAMPAIGN directly involving educational and administrative prospects began recently. In the first two weeks after introduction of the new Specialist projector, B&H dealer-salesmen wrote more than \$2 million in orders. The engineering department's solutions to consumer barriers easily became solid sales points when it came to facing the prospect.



"For Bell & Howell," says Carl G. Schreyer, vice president, marketing, and dynamic force behind the company's vigorous new product program, "the kiss of death would be a 'me-too' product." B&H supports this philosophy with a multi-faceted campaign aimed at recognizing and getting over consumer barriers—barriers in the way of a sale.

Schreyer joined the company as a sales trainee in 1935, moved up

through purchasing, finance and sales to current top marketing spot.

At regular meetings of the marketing group he challenges his engineers: "I want a product with three exclusive features, and I want them patented." He confesses that he rarely gets this unusual degree of achievement, but the rate of new product introduction at B&H attests to the fact that everyone is shooting for his target.

The one-time banker who for 27 of his 61 years has been president of United Air Lines, Chicago, is easy to meet and to like. William Allan Patterson is middle-size (5 ft. 6 in., 165 lbs.) and mild-mannered. Despite a game leg, he is bouncy on the ground, and in the air he covers 100,000 miles annually.

Though UAL has grown to embrace 30,000 co-workers, he does his best to know, or at least to know about, all of them, and he is pleased that "at least 4,000 call me Pat."

He "abhors personal comparisons" with the men who run other airlines. But even his own people compare Pat to a tenacious tortoise in the tougher-than-ever race for business against such fast-moving rivals as C. R. Smith of American, Howard Hughes of TWA, and Eddie Rickenbacker of Eastern.

Lately, United's people have been busy telling everyone within earshot that, as in Aesop's fable, their tortoise is coming along nicely.

For a whole quarter-century United has annually come out second-best, in sales, to American — of which tall and somewhat swashbuckling Smith has been president for 27 of his 61 years. Two decades ago, in fact, American was a full 50% ahead of UAL.

Two years ago, after American had given United a special shellacking by putting jets (Boeing 707's) into service about nine months ahead of United's Douglas DC-8s, Pat told his stockholders: "When we made our decision in 1955, we decided that this race was going to be a long one, and that the company leading at the quarter-mile post may not be the one leading at the end of the race."

Thus far for 1961 he can report:

1. By last spring — still with less route mileage than American — United at last had won first place: in operating revenue, in revenue passengers and in revenue passenger mileage.

2. Then on June 1 the merger with Capital Airlines — the predecessor of which this persistent airman first tried to acquire 25 years ago — made United first also in route mileage. The merger adds at least \$75 million in annual operating revenue.

3. On June 12 that "laggard" with jets, William A. Patterson, was in Paris accepting delivery of the first of 20 French Caravelles. On July 14, on the New York-Chicago route, the Caravelle became the first foreign jet, the first small jet (64 passengers), the first tail-engine (quieter) and all-first-class jet to enter commercial service in the U. S.

4. Meanwhile, United has been buying other types of jets. By 1965, when Patterson probably will have become chairman, and will have turned over the president's post and active management to a successor — chosen but not announced — who is 16 years his junior, United's jet-passenger capacity probably will be at least one-fourth larger than American's. On the basis of firm orders already placed, United's fleet would then embrace 128 jets: DC-8's; medium-range, 100-passenger Boeing 720's; new "small" Boeing 727's (with three engines in the tail); and Caravelles. American's jet fleet would then total 100.

UNITED AIR LINES' PATTERSON

DYNAMARKETER

The Tortoise That Won The Race

By LAWRENCE M. HUGHES

Senior Editor

5. By 1965 Pat probably will be busy planning Mach 3. He admits that he cannot yet "rationalize" this 2,000-mph era, nor the rates to be charged in it, a decade or more hence. Probably, United will ease into it with planes that go only twice the speed of sound. And being still a tidy and responsible "banker," Patterson hopes to get all his current jet commitments paid and decently depreciated before supersonics goes into full swing.

In the interim he will keep on trying to "understand" and to develop one airline's people, to meet tomorrow's challenges.

Pat's constant question is: "What kind of a person is United Air Lines?"

Following the recent merger all 7,000 Capital employees are being given a "chance" with the combined company. This situation parallels another, in 1933, when the former UAL management company was merging Varney Air Lines into Boeing Air Transport. Pat flew west to learn what was happening to Varney's people, found that more were being released than retained, and



told the superintendent: "I'd like to talk to each one before you let him go."

In the process of finding jobs for most of them, he also discovered unknown talents. A former school teacher, Hal E. Nourse, had been put in Varney's publicity department. Nourse is now a United senior vice president in charge of economic planning.

When the Civil Aeronautics Board finally approved the United-Capital merger, last April 4, Patterson saw to it that a special issue of the UAL monthly employee magazine, *The Shield*, was prepared promptly for "subscribers of both companies." In it he wrote: "We must be united in spirit and determination to make the merger work. . . . Those of us already at United will welcome the know-how and experience of Capital's employees who join us."

For six months, he explained, a United/Capital merger

planning committee had been busy. Though the "welding . . . will not be easy, the difficulties . . . are offset by the tremendous opportunities ahead . . . for all of us."

The Shield showed that the new system would cover 18,000 unduplicated route miles, serving 117 cities. It gave histories of 35-year-old United and 34-year-old Capital; previewed M-Day (June 1); picture-toured United's Chicago headquarters (soon to be moved from Midway to O'Hare airport) and bases in Denver, San Francisco and Washington; listed United officers and directors; reproduced organization charts; outlined employee job protection, seniority and other "benefits," and emphasized "The Meaning of the Merger—and Making It Work."

"Every day," Pat says, "I see what happens in the joy and sadness of life." And every week he sends 200 or more personal messages to employees and their families. Each

UNITED AIR LINES' PATTERSON **DYNAMARKETER**

(continued)

new United mother gets flowers, and each new baby, a blanket. On the President's "vital statistics report" in one recent week were two single-space pages of births; 5½ pages of anniversaries; 1½ pages of marriages. Also there is a list of promotions, and one of "condolences." Pat sees that every seriously ill or injured Unitedite gets a personal call, and then he keeps track of the invalid's progress.

From a pile of "personal" letters on his desk he shows one from a grateful stenographer in Los Angeles. . . . Then he points proudly to one result of United's liberal health-and-accident plan: An employee whose illness otherwise

"In our first ten years we needed more courage than sense. But . . . the situation has been reversed. When the cost of an airplane grows from \$16,000 to \$5 million, one's caution increases, too."

would have cost him \$11,000, had to pay only \$185.

Through The Shield, all employees and their families learn regularly about their company's progress in sales and service, in profits and cost-cutting. Though United's revenues (minus Capital) in 1960 reached a record \$379.1 million, higher operating costs were mainly responsible for reducing net earnings 19% to \$11.1 million. Of the latter only \$2 million was distributed in dividends to the 26,000 stockholders, and \$9.1 million was reinvested in the company.

Before the Capital merger, United's 25 vice presidents had averaged 18 years of service. Though some outsiders suggest that this outfit has become too "ingrown," Pat replies that "I'm not going to start firing people just to meet that criticism. . . . Also, a major executive shakeup would reflect on me. Why should it take me 18 years to learn that they were bad?"

The executives have been given plenty of authority, and the president implies that the system would run smoothly without him. On a recent 9-day desert holiday in Southern California, he says, "I phoned Chicago just once. Chicago called me only three times—all on the Capital merger."

But he admits that "I know about the major decisions."

The man is no Monday-morning quarterback: "I don't bawl people out for errors. . . . Sometimes I get excited—inside." Contrary to reports, "I even curse. But I never curse maliciously. . . . When someone pulls a really super blooper, I may say: 'As a result of that experience, we all know a lot more.'"

Asked to list his own five biggest bloopers, Patterson starts with a Mexican airline that United once was "persuaded" to buy: "It cost \$3 million. Ultimately, we got \$2.6 million back—not counting all the time and effort we put into it!" Then, instead of listing, he concludes: "Whatever air transport knowledge I have is based on 32 years

of making mistakes — and learning how not to repeat them!"

He denies that United was too cautious for too long: "In our first ten years we needed more courage than sense. But in the past ten years the situation has been reversed. When the cost of a single airplane grows from \$16,000 to \$5 million, one's caution increases, too. . . . Remember, I've an obligation to—among others—the bankers who have loaned this company nearly \$300 million, and to their depositors and stockholders."

United's managers, Patterson says, "frequently overrule me — but only by the facts." Also, he has always been "stubborn about principles. For one thing, I won't let United advertise, 'Fly now, pay later.' We'll give you 'time,' if you insist. But the lines promoting 'installment travel' don't tell you that you pay 21% interest on it."

Another principle is that "we've never tried to take advantage of a competitor's misfortune. Every line suffers when one advertises that 'ours is safer.'"

Yet he won't buy the "imposed ethics" of bureaucrats: "If I give the customer a raw deal, my competitor will grab him." Pointing out that the most difficult enterprise is a regulated business, he expresses no high opinion of the regulators: "I wouldn't hire a Government regulator to run a business."

Before National Sales Executives—International at San Francisco last May, Patterson (having suddenly decided not to talk about "the relationship between jets and salesmanship") spoke on "The Ghost of Big, Bad Business." He would subscribe to a code of ethics for business, if it also embraced politicians, labor representatives, scientists, professional men and others.

Whereas "certain labor leaders have acquired enough power to bring the nation to its knees," he emphasized that all business, of whatever size, is "wholly dependent . . . on the free choice of the buying public." To expand our economy at a rate comparable with Russia's, "business should be encouraged to do its job with a minimum of interference and criticism."

"I believe in competition but we now have an excess of it. . . . In each arena three [trunk lines] should be plenty. The spirit of competition would still be strong if we only had one rival."

United's president is "just old-fashioned enough to believe that free people can work with greater will and effectiveness than the victims of communist slavery." . . .

Pat learned about work early. His father, an overseer for a Hawaiian sugar company, died when Pat was seven. At 14, having finished eighth grade, he got an office-boy's job with the Wells Fargo bank in San Francisco. "On my first day there," he recalls, "F. I. Raymond,

continued on page 64

GETTING YOUR INDUSTRIAL AD

TO SELL

Do your ads tell prospects what to expect from your product in:

- PERFORMANCE?
- INSTALLATION COSTS?
- COST CUTTING POTENTIAL?
- LABOR REQUIREMENTS?
- MAINTENANCE?

By LOUIS H. BRENDEN*

For some time now business and advertising leaders have proclaimed that industrial advertising will have to be made more effective . . . that it will have to carry a heavier load . . . that it must make more sales.

Surely, no one is more anxious to have this come to pass than those individuals who comprise our industrial advertising departments and the advertising agencies handling industrial clients. Yet despite this desire, there is still too much of their handiwork that is less effective than it ought to be. Too many of the ads they create fail to convey information which would cause more of their readers to make up their minds to buy.

Nothing worthwhile can be accomplished through an attempt to

tabulate why this vital information is omitted. In all probability it wouldn't be left out if the interested parties had a clear understanding of exactly what their prospects want to know about their products, and how they'll be able to use them.

To help fill this gap, R. L. Giebel, New York manufacturers' representative with 40 years' experience in selling industrial machine tools, called on his salesmen. At sales meetings, week after week, they were asked what questions their prospects wanted answered before they would buy the products offered them. Here are 15 of the questions that were reported most frequently. The more you can answer through the printed words or illustrations of advertising, the closer the prospect will be to "closing" before your salesman gets there.

1. Will the product cut costs of both direct labor and overhead?

With the constantly increasing labor costs and resulting "profit squeeze," any savings that can be accomplished through the use of your product should be told and re-told. Don't be afraid of overdoing it. If you haven't got case studies of these savings, get busy and ferret them out of your users. When giving examples don't generalize. Be specific. Lack of such information will also handicap your salesmen.

2. Will it improve quality?

If so, by all means spell out how. For this will frequently enable the buyer to gain a sales advantage over his competition. There is almost no end to the scope of machines, components, ingredients, finishes, etc.,

*Merchandising Dir., Chirurg & Cairns.

GETTING YOUR INDUSTRIAL AD TO SELL (continued)

that can and should claim the ability to boost quality. Improving quality may reduce assembly time and almost always increases product life. Tell how.

3. Will it require a skilled or unskilled operator?

Since the constantly increasing cost of labor has been outdistancing the rate of productivity growth, it is blamed most often for Industry's falling earnings. So naturally industrial management is vitally interested in whether a new machine, component or process will require a highly paid skilled operator or whether it can be handled by lower-cost unskilled labor. Try and answer this question tactfully in your advertising.

4. Will it fatigue operator mentally, physically, or both?

If a piece of equipment is fatiguing to operate, it is a constant potential accident hazard and may aggravate employee relations. At the same time this is apt to increase the number of rejects and reduce product quality. If the use of a piece of equipment does not tire its operator either bodily or mentally, then say so in your ads.

5. Will it require considerable maintenance, skilled or unskilled?

Plant production management men and supervisors are gun-shy of new equipment until they are certain of its maintenance requirements. They've had their fill of maintenance-prone machines that hold up needed production and boost maintenance costs. If your device can be used for long periods without maintenance, sound off about it in your advertising. If its occasional maintenance needs can be handled by its unskilled operator, don't fail to include this information.

6. Will it require the use of expensive, perishable tools?

If a machine requires expensive tools that are also perishable, the prospective purchasers want to have the straight facts early. They may well buy the equipment in spite of the high tool cost if there are sufficient benefits to justify this constant expense. Experience has shown that it's much better strategy to disclose

whatever obstacles there are and then show that the product's abundance of user benefits more than makes up for them. A well-planned advertising campaign can do a lot of this spade work before "the salesman calls."

7. Will it require extra electric power?

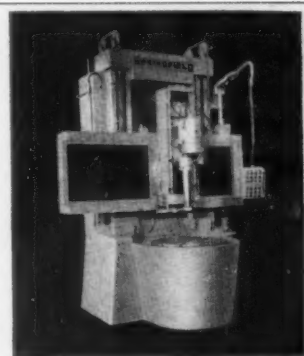
If it is possible to say "simply plug into a convenient 110 volt socket" by all means do so. Perhaps something like this: "Operates on 220 volts, 3 phase. Needs only 15 kva

under full load. Requires no special wiring." If it is necessary to provide an unusual amount of power for a machine, come clean right away.

8. What kind of foundation, floor space or headroom is required?

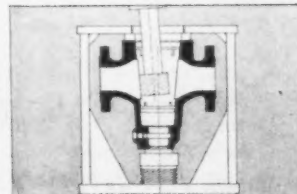
When a plant production manager goes to his top brass for an appropriation, he wants to be sure he has the complete story on installation costs. Should the new piece of equipment necessitate increasing present head-

Vertical grinding tapers profitably



Standard vertical grinder above is typical of those used by leading manufacturers of large valves for grinding internal taper seats. Profits are made because set up time is fast; for example, it takes about five minutes to change over from grinding 18" valves to 10" valves. The inherent rigidity of the machine is made doubly effective by gravity. Valve, fixture, and face plate are supported on a heavy vertical work spindle which promotes accuracy, precise concentricity, and extremely fine micro-inch finish.

SPRINGFIELD



Internal valve tapers, as shown above, are fast payoff jobs on a Springfield Vertical Universal Grinder. On this valve taper, stock removal is 0.020" with a requirement for 85% blue or better on a taper gage. Surface finish is held well within the 30 RMS specified. Machine swings to 52", grinding holes from 2" to 42" dia., 24" deep in irregular or regular shaped work pieces.

Not limited to internal or exterior tapers, a Springfield grinds efficiently on O.D. and I.D. shoulders, offsets, undercuts, irregular holes, and mating angles—usually in one chucking.

A few production and toolroom men turn to a Springfield because there's no other way to do the job. Most turn to a Springfield because it's the most profitable way to do many jobs. Write today for Bulletin No. 197-D. The Springfield Machine Tool Company, Springfield, O.

SPECIFIC ANSWERS to questions of industrial purchasers are given in this advertisement by The Springfield Machine Tool Co. Note that this ad is not only loaded with technical details, but also shows how the product will improve profits.

room, require pits or expanding floor space and a heavier foundation, then he wants this all included in his original request.

9. Does it have an attractive appearance?

This question may surprise some readers. It is evidence that modern streamlined design is more important to many purchasers of machine tools than may have been thought. An operator who is proud of his machine

turns out better work and is more contented. Promoting the appearance of your product can often be better done by advertising illustrations than by salesmen.

10. Has it been thoroughly tested in the field?

Rare indeed is the plant executive who will stick his neck out and take the risk of specifying or buying a new type or model until he knows it has been thoroughly field tested. As every

salesman knows, the one ubiquitous question that always has to be faced in the introduction of a new machine is: "Who's using one around here?"

11. Does he need it now and will he need it in the future?

This may seem less important than it really is. For until a prospect recognizes a real need for a machine, both now and later on, he won't hold still long enough to read anything you're trying to tell him. The first part of this question is relatively easy to answer. But convincing him that he will need it in the future depends on influencing the long-range judgment of top management. This usually involves enlightened sales and design forecasting. So your prospect needs all the help you can give him in arriving at what may well be a difficult decision.

12. Is manufacturer able to render first-class service?

Steel magazine's motivational research study states that "fear is one of the major influences in industrial buying." And "who the manufacturer is is as important, sometimes more important, than what the product is. The company behind the product is always part of what the customer is buying." If this is true, then an industrial prospect might well be afraid to buy a piece of new equipment until he had proof positive that the maker could and would provide first-class service.

13. Are the resale value and allowable Federal depreciation attractive?

Since both of these factors can influence the purchase decision of a piece of equipment, it behooves the maker to provide the answers to them as early as possible.

14. Price and terms?

Can he pay for it out of savings? Can he lease it and avoid a capital expenditure? What payment inducements can be offered? Tell him in your ads.

15. Delivery?

The "immediate delivery" promise in an advertisement is often the clincher in a sale. An honest statement of delivery is absolutely essential if repeat sales are expected. It may frequently save a salesman's time and the subsequent irritation of a prospect who may be all ready to buy when he hears the bad news, "18 months' delivery." ♦



THE SUNNEN
HONING MACHINE
FAST STOCK REMOVAL
plus precision on all four
hole dimensions

1. ROUNDNESS—Produces geometrically-round holes, corrects any out-of-round pattern caused by chucking, heat treating or previous operations —with minimum stock in the workpiece.

2. STRAIGHTNESS—Levels all internal irregularities for end-to-end precision. Corrects taper, wobble, bow, hour glass, barrel, bell mouth, etc.

3. DIAMETER—Quick, economical precision sizing—with production tolerances down to .0001", or as close as .000025" if needed.

4. SURFACE FINISH—Produces consistent finish down to 2 micro-inches in hardened materials—no heat checks or smear metal. Diameter range .120" to 2 1/4". Hones open or blind holes, in almost any material from steel to glass. Average installation cost under \$1,000. No jigs or fixtures, no chucking, no set-up time.

SUNNEN EXTERNAL HONES
for fast, accurate sizing and precision finishing of external diameters

Used on plungers, plug gages, leader pins, arbors, spindles, shafts, and many other similar parts. Ideal for locksmiths, machine shops, and close-tolerance production... for correcting grind patterns, cloveleaf, rain-bow, taper, barrel, and out-of-roundness. Holds tolerances to .000025" with surface finish down to 2 micro-inches.



SUNNEN PORTABLE HONES
...size and finish holes anywhere in any position

The tools of a thousand uses. Invaluable for small lot production... for large or heavy parts... sizing or correcting undersized, tapered, or out-of-round bores in parts... for "on-the-job" hole re-sizing on machine repairs.

Requires no expensive set-up time; eliminates costly down time; maintains alignment. Fast stock removal, smooth surface finish, accuracy within .0005". Diameter range 1 1/4" to 20 1/2". Powered by portable electric drill. (Can also be used in drill press or radial drill.)

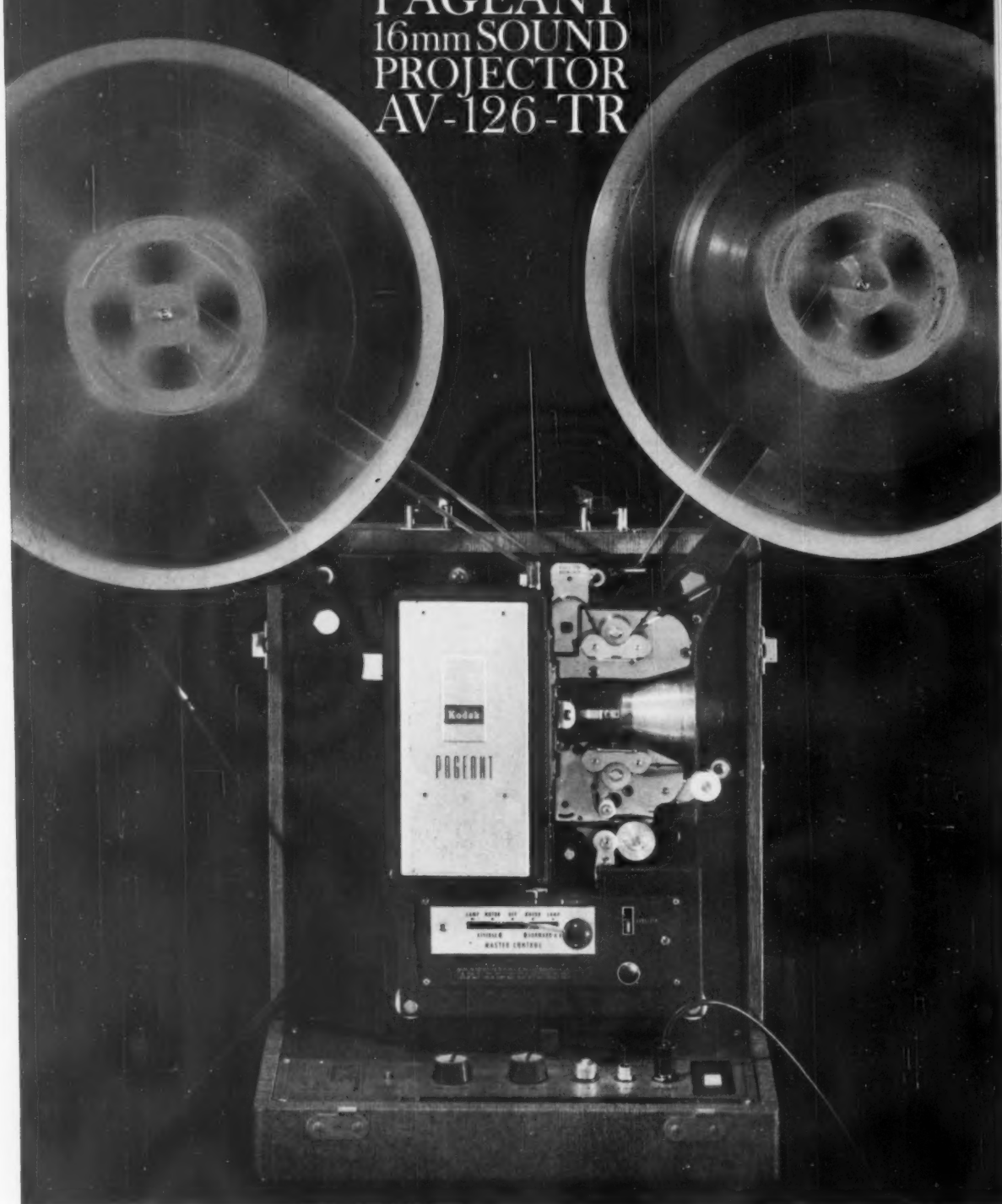


SUNNEN
PRODUCTS COMPANY
HONING

7033 MANCHESTER AVE., ST. LOUIS 17, MO.
CANADIAN FACTORY, CHATHAM, ONTARIO

THE MORE INFORMATION that a prospect finds in an industrial advertisement, the riper he will be for the salesman's call. This ad by Sunnen Products Co. answers several of the 15 questions most often asked by industrial purchasers.

NEW KODAK PAGEANT 16mm SOUND PROJECTOR AV-126-TR





Kodak
TRADE MARK

Eastman Kodak Company announces a new, transistorized audio-visual projector for people in education, business, industry, religion, and government whose lives are devoted to *communicating ideas*.

This new Kodak Pageant Projector has been built so that an eleven-year-old school child can set it up, thread it, and operate a perfect performance with only two practice runs!

New, transistorized sound system

This projector's completely transistorized amplifier incorporates major electronic improvements in the science of re-creating sound.

Turn on the projector and the sound starts instantly, together with the picture. No wait for amplifier warm-up any more.

Before and during performance, you will notice a complete absence of background noise in the sound system. No audible hissing, no crackling or popping. This projector's sound system has the capacity to reproduce—faithfully—any frequency which can be recorded on an optical sound track.

This new transistorized sound system has been created to reproduce the entire audible range of sound, crisply and clearly. You will hear comfortably-audible sound either in the auditorium, where it must be loud, or in small rooms, where sound volume level is kept low.

This is sound with the power to operate either through existing public-address or auditorium speaker systems or through this projector's own large (11 x 6-inch) speaker.

This is a sound system which should never interrupt a performance, because there are no tubes to age or burn out. Parts are carefully selected for long life. Rugged circuitry withstands bumps and jostling.

Kodak sound engineers estimate that this new projector's sound system should require virtually no maintenance for the life of the projector.

Superb picture brilliance

Kodak Pageant Projectors have always had superior picture brilliance because of a specially developed Kodak shutter. This exclusive Kodak *Super-40 Shutter* projects pictures which are bright and easy to see, even in partially lighted rooms or where "throws" are long.

The *Super-40 Shutter* has been incorporated into this new Kodak Pageant Projector.

You'll see brilliant pictures in room or hall. Also, since projection in small

rooms often requires smaller wattage projection lamps for the sake of eye comfort, we have accordingly allowed for a choice of either 750-, 1000-, or 1200-watt lamps in this machine.

This Kodak Pageant Projector never intrudes upon the performance

This is a machine which actually contributes to the effectiveness of a motion-picture presentation. Operation is so simple it never embarrasses the operator. The machine runs so quietly the audience doesn't detect its presence. Its sound system and mechanics are so dependable, it won't interrupt its own performance.

It can sturdily accept abusive treatment. A school child, for example, can shift it from full speed forward to full speed reverse at one whack without damaging anything. He may run it continuously in reverse without fear of projection lamp burn-out.

You can see a demonstration of this new Kodak Pageant 16mm Sound Projector, AV-126-TR, at your convenience by calling a Kodak audio-visual dealer. Or write, please, for specification literature.

Thank you for your interest.

Kodak Pageant Projector > **EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.**

SALES FORECASTING

In November, 1959, Automatic Machinery and Tools Co. set its sights on sales potential for 1960 and early 1961. Sales Manager Roy Allen charted sales reports for past years, correlated them with representatives' forecasts, and produced a figure indicating increased volume of their current line in all districts.

Allen's report led Top Management to a firm decision: the factory hired more men, the advertising department expanded plans, the treasurer borrowed money, and the president started talking of a very big year.

What happened in 1960 and early 1961 to clog this campaign could have been forecast, but wasn't. Business conditions led several of Automac's largest customers to cut back suddenly their intended purchases, and Automac was forced to revise its plans drastically with a loss of time, men, supplies, and money.

There's a way to align your next moves precisely with the future picture: rely on our professional forecasting techniques. Plant expenditures, personnel, raw materials, sales territory analysis—all fit into our individualized analysis and estimate program. Case histories are available.

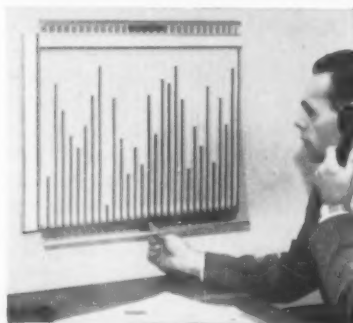
Send for booklet, "Determine Your Sales Potentials."

J. CARVEL LANGE, Inc.

Subsidiary of
Industrial Commodity Corporation—28th year

OXford 7-1262

122 East 42nd Street, New York, N. Y.



SIMPLIFIED CONTROL BOARD

Scandia-Pacific offers the Dia-Plan
—a fingertip control planning chart
—new on the American market.

It offers rapid, concentrated and directly visible information about sales, production stock, costs, etc. with tapes of four colors. It is constructed of eloxated aluminum and measures 22" x 24". There are 28 vertical columns. (or the chart may be hung horizontally, if desired). At the ends of each column are two control wheels with continuous plastic ribbons. Half the ribbon is colored, the other half is white. A graph sheet is secured to the chart by clips and scale may be typed on detachable paper strips which slip into the indicator bar. Changes are immediate.

Write for more information to:

SCANDIA-PACIFIC

7 Front Street, San Francisco Dept. SM-8

The Human Side

The Big Mix-up at Holland House

We've just had a heady look down into the world's biggest cocktail shaker. The Holland House people, who've been in a calculated mix-up since 1887, invited us out to their Woodside, L. I., plant—a gleaming set-up that, to the naked eye, might be mixing patent medicines rather than the base for cocktails.

"Just step on this platform," said David Sheinker, an affable, white-thatched gentleman who's president of the family-owned concern. So we planted our feet on the platform. . . . We didn't know it was an elevator. Suddenly the thing began to rise—and rise and rise! Some 15 feet later it stopped and there we were—peering down into a vat of the beginnings of some 25,000 whisky sours.

"It's the biggest cocktail shaker in the world," said Mr. S., with understandable pride. But he had to admit there wasn't a kick in a vat-full. For Holland House makes mixes to which you add your own kick. One day this enormous cocktail shaker will be producing whisky sours; next day it will be brewing up the base for gimlets.

► The firm makes ten cocktail mixes and Mr. Sheinker disabused us of a theory: cocktail tastes don't change as radically as one might suppose. The favorites are, and have been for years, Martinis and Manhattans. Still, Mr. S. can easily recall the good old days when people mixed one part Holland House Martini mix and three parts gin to produce America's favorite cocktail. "Nowadays," says he (and we thought we detected a faint touch of regret in his voice), "people make Martinis five-to-one, six-to-one, even ten-to-one. So even though the Martini is the favorite cocktail, we sell less Martini mix than you'd think. People use so much gin or vodka there isn't room for much mix."

Still, he estimates that right here in America, solid citizens run up about

100 million Holland House cocktails a year and the figure is growing.

Mr. Sheinker's father founded the company. And back in the '80's people didn't have much truck with such effete drinks as cocktails. They drank their spirits neat. Holland House began as a maker of flavoring extracts (it still produces flavoring agents, cooking wines, etc.). It wasn't until 1934, when Prohibition bit the dust, that the Holland House Sales Co. was founded to make the cocktail mix line and other specialties. Came about in a strange way. During the Prohibition era the company made whisky flavors.

"Undoubtedly," says Mr. Sheinker, "some of it found its way into bootleg stuff."

With Prohibition only a memory, the firm was urged to produce the cocktail mixes, since it had a long history of production in liquor flavoring agents. The idea caught. People who hadn't served cocktails, and were scared silly about attempting to mix one, found that running up a cocktail with Holland House was as easy as uncorking two bottles.

The Sheinkers—David has a brother, Elias, who's v-p—guard the recipes for their mixes. Their Dad handed down his secrets to them and they will hand down the secrets to their sons. But they'll happily guide you around the sunny plant and point out huge drums of special herbs and spices which are part of the secret.

Both of the Sheinker brothers are cocktail sippers rather than drinkers. They like to take their visitors into Mr. David's cozy, paneled office with the hunt prints on the wall, and mix up a Holland House cocktail all around.

The two gentlemen sit in leather chairs and roll a sip around their mouths and look at each other out of the corners of their eyes.

"Not bad, David," says Mr. Elias Sheinker, "Not bad at all." ♦

COME TO HOUSTON FOR YOUR CONVENTION... TO THE LUXURIOUS ALL-NEW **SHERATON-LINCOLN**



In March 1962 the doors will swing wide open to the newest most luxurious hotel in Houston, the magnificent Sheraton-Lincoln. The building — a 26-story glass and mosaic paneled tower soaring above a base of white marble — promises to be a famous landmark in Houston and in Sheraton luxury hotels. For conventions the Sheraton-Lincoln will offer the best of everything — meeting facilities, equipment, guest rooms and extra-values.

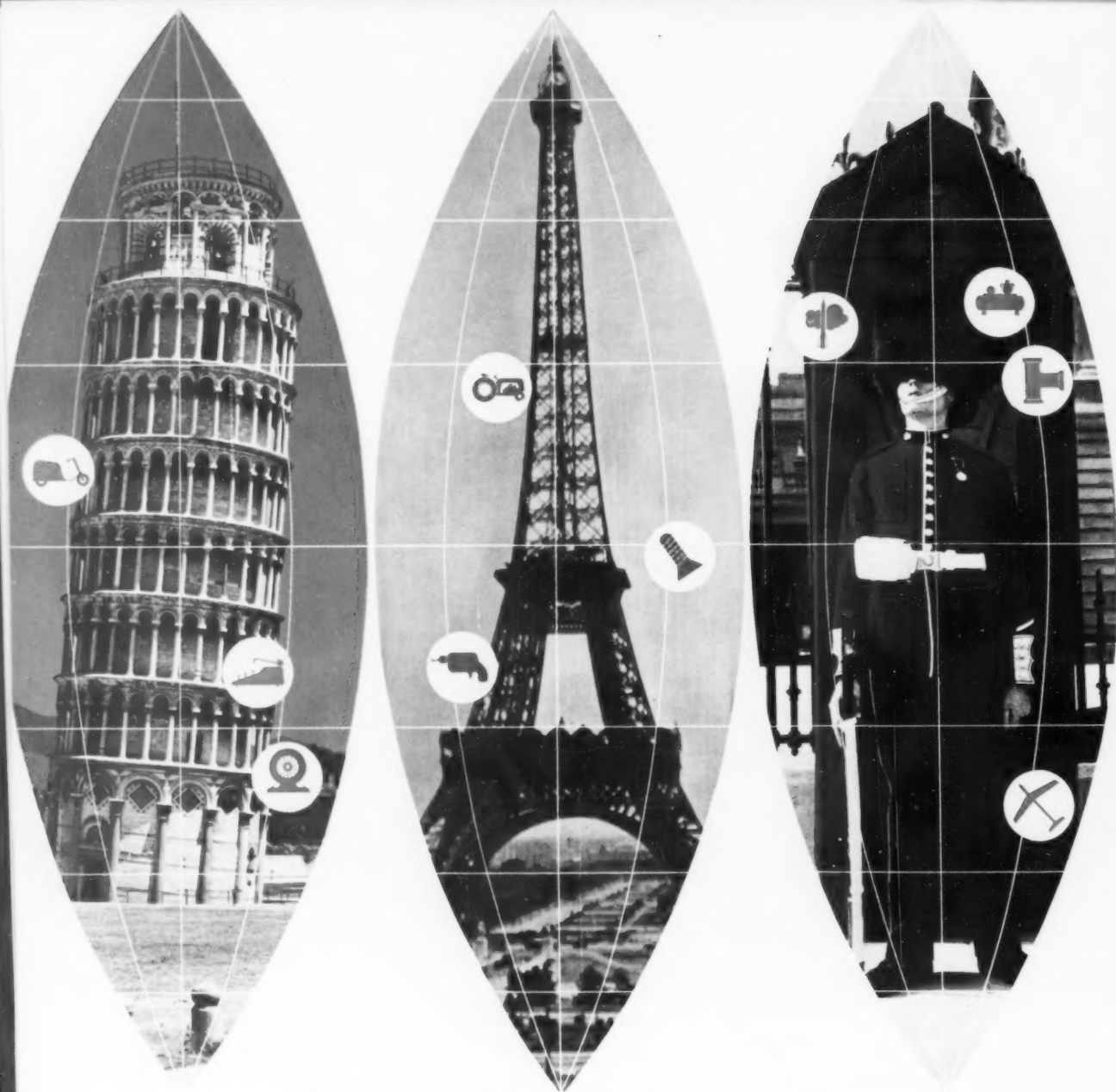
- Drive-in entrance plus a garage for more than 200 cars on the ground floor
- A main ballroom on the second floor which will seat 600 people, and will have a completely equipped stage including a hydraulic lift for special events
- 11 function rooms, 8 of which will be right above the lobby on the second and third floors, and 3 will be in the penthouse. Several of these rooms can seat as many as 156. Smaller rooms for smaller groups, of course
- 3 famous Sheraton restaurants: a Minute Chef, a Town Room and a specialty restaurant plus a Private Club
- 513 air-conditioned modern guest rooms complete with free TV and radio

Write for details. For particulars, prices and pamphlets showing how the Sheraton-Lincoln (or any Sheraton Hotel) can suit your convention needs, write to Alfred H. Calvert, Sales Manager, 1010 Louisiana Ave., Houston, Texas or Paul Mangan, Sheraton Hotels, National Convention Headquarters, 2206 Connecticut Ave., Washington, D. C.



SHERATON-LINCOLN

60 hotels in 42 cities coast to coast in the U. S. A., in Hawaii and in Canada

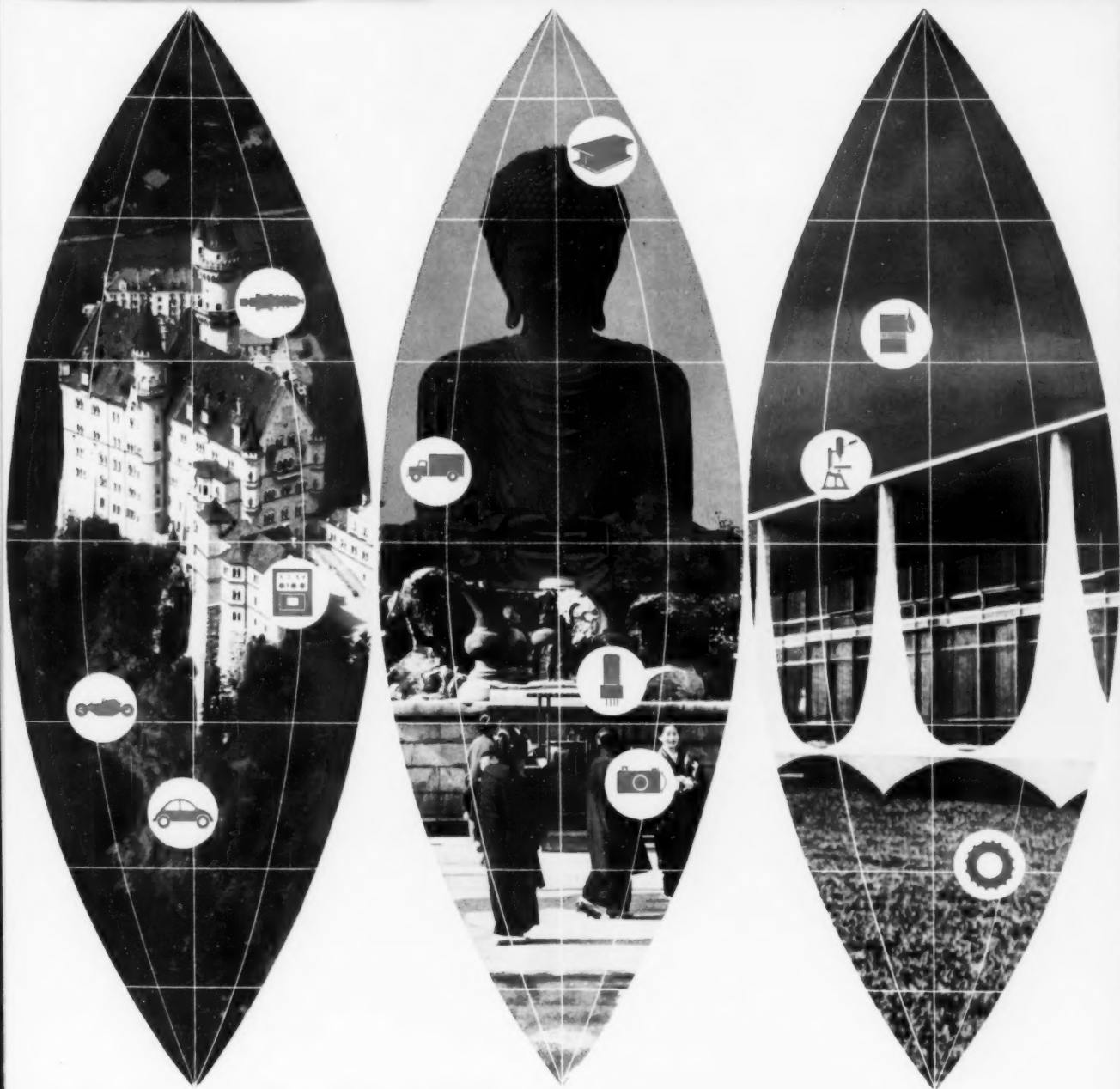


STEEL INTER

How important are overseas markets to your company?

How can you reach overseas metalworking managers who make the buying decisions?

Starting January, 1962 . . . American manufacturers will acquire convenient access to overseas metalworking markets with the launching of the new metalworking monthly . . . STEEL INTERNATIONAL. This unique overseas edition will be distributed among leading metalworking companies in Western Europe, Japan, Australia, India, Africa, Central and South America on a selective, controlled basis. Similar in format to the regular STEEL domestic weekly, the international version will accent news and technical information of specific interest to overseas metalworking managers in administrative,



NATIONAL

How can you cover enough metalworking managers in the worthwhile plants?
How can you support your overseas selling as efficiently as domestic?

production, purchasing and engineering capacities. • This new publication provides your first opportunity to buy advertising space that fits your specific world-wide marketing needs. Three advertising rate cards will be available. You can select either the domestic or international editions, or combine your sales message in both. See your STEEL Representative for details. • If your product belongs in overseas metalworking . . . your advertising belongs in STEEL INTERNATIONAL . . . a new

PENTON publication.

CARD 1 - POPULATION AND INCOME

DESCRIPTION		POPULATION		BUYING INCOME	
STATE	COUNTY	POPULATION	% OF USA	NET DOLLARS	% OF USA
STATE	COUNTY	POPULATION	% OF USA	NET DOLLARS	% OF USA

CARD 2 - INCOME DISTRIBUTION

RANGES OF SPENDING UNITS		NET EFFECTIVE BUYING INCOME (ADD 000)		AVERAGE INCOME \$ PER UNIT
STATE	COUNTY	UP TO \$2,999	\$3,000 - \$9,999	\$10,000 AND OVER
STATE	COUNTY	UP TO \$2,999	\$3,000 - \$9,999	\$10,000 AND OVER

CARD 3 - RETAIL SALES AND BUYING POWER INDEX

DESCRIPTION		RETAIL SALES		BUYING POWER		POPULATION	
STATE	COUNTY	RETAIL	% OF USA	PER FAMILY	% OF USA	POPULATION	% OF USA
STATE	COUNTY	RETAIL	% OF USA	PER FAMILY	% OF USA	POPULATION	% OF USA

CARD 4 - COMPONENTS OF RETAIL SALES

RETAIL SALES - TWO STORE GROUP	
STATE	COUNTY
STATE	COUNTY

CARD 5 - EMPLOYMENT IN SERVICES

ALPHABETIC COUNTY		GOVERNMENT	MANUFACTURING	PUBLIC UTIL.	WHOLESALE SALES	REPAIRS	EDUCATION	RECREATION	OTHER
STATE	COUNTY	GOVERNMENT	MANUFACTURING	PUBLIC UTIL.	WHOLESALE SALES	REPAIRS	EDUCATION	RECREATION	OTHER
STATE	COUNTY	GOVERNMENT	MANUFACTURING	PUBLIC UTIL.	WHOLESALE SALES	REPAIRS	EDUCATION	RECREATION	OTHER

CARD 6 - EMPLOYMENT IN MANUFACTURING

FEDERAL GOVERNMENT		STATE GOVERNMENT	LOCAL GOVERNMENT	MANUFACTURING	TRANSPORTATION	COMMUNICATIONS	UTILITIES	RETAIL	OTHER
STATE	COUNTY	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	MANUFACTURING	TRANSPORTATION	COMMUNICATIONS	UTILITIES	OTHER
STATE	COUNTY	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	MANUFACTURING	TRANSPORTATION	COMMUNICATIONS	UTILITIES	OTHER

CARD 7 - EMPLOYMENT IN MANUFACTURING

FEDERAL GOVERNMENT		STATE GOVERNMENT	LOCAL GOVERNMENT	MANUFACTURING	TRANSPORTATION	COMMUNICATIONS	UTILITIES	RETAIL	OTHER
STATE	COUNTY	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	MANUFACTURING	TRANSPORTATION	COMMUNICATIONS	UTILITIES	OTHER
STATE	COUNTY	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT	MANUFACTURING	TRANSPORTATION	COMMUNICATIONS	UTILITIES	OTHER

use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories you can conveniently apply the May 10, 1961 SALES MANAGEMENT Survey of Buying Power to your own market areas.

Market Statistics, Inc. will prepare these IBM analyses for you quickly. Or if you have your own IBM installation, you can prepare them automatically in your own office, as do over 200 leading companies today.

In addition to the factors shown above, many other specialized indexes are available on county cards; Index of Urban Demand (for styled

merchandise), Index of Office Equipment Demand, Index of Resort Activity, Growth Factors (to isolate areas of rapid or slow growth) 1960 plus all major Census marketing benchmarks (age, distributions, etc.), to which the new Survey estimates are geared.

It is only necessary to determine what factors (or combinations thereof) would reflect demand for your product. If you have any questions on this, you may without obligation consult with our staff for correlation studies of your own sales to isolate your key marketing factors.

MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT MAGAZINE

630 Third Avenue, New York 17, N. Y.—YU-6-8557



THREE FACES OF TEN HIGH—(l.) the prewar, low-price whisky; (center) in its first reintroduction, a medium-price whisky with label pretty much unchanged; (r.) final product, with new label, quality appeal, lower price.

Second Shot Takes Bourbon off the Rocks

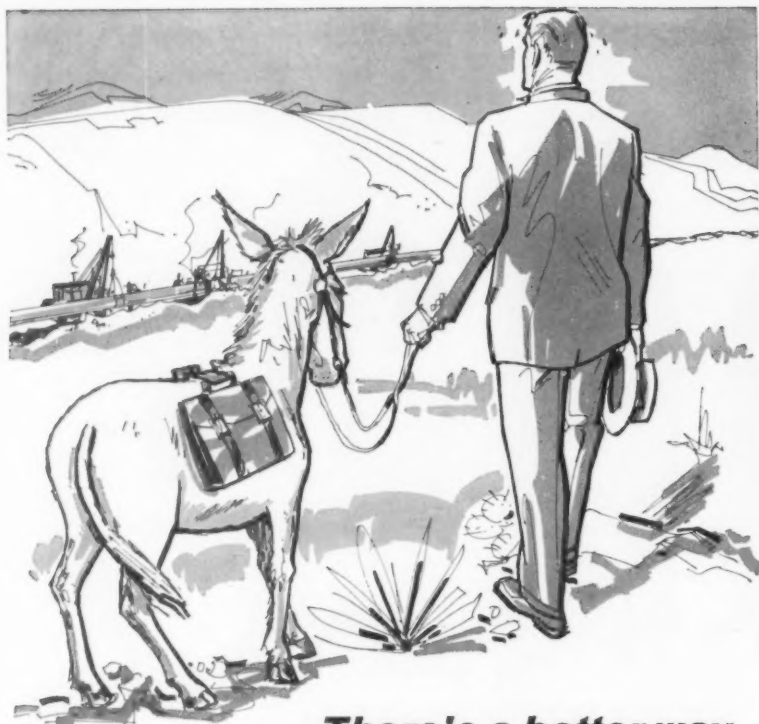
Ushered in with nation-wide fanfare, and supported by a million dollars' worth of advertising and promotion, Hiram Walker's Ten High whisky returned to the postwar bourbon market with an extravagant thud. Then Walker tried another approach. . . .

Established whisky brands spend an average of \$1 to \$1.25 a case for advertising. In re-introducing Ten High straight bourbon whisky after a 12-year absence from the market, Ross Corbit, until recently president of Hiram Walker, Inc. (sales subsidiary of Hiram Walker-Gooderham & Worts, Ltd.), reports that Hiram Walker was prepared to spend \$5 a case. This figure was to be multiplied tremendously by the fact that Ten High would be launched nationally—and simultaneously in all markets. The company was going all out, and money was no object in the lavish promotion and advertising plans set up for Ten High.

The year of its rebirth was 1952.

Before Pearl Harbor, Walker's Ten High bourbon had become the largest-selling straight whisky in the U.S. Marketed at about three years of age, it was priced in the lower or volume bracket.

Then when the company's big distillery at Peoria was converted to war



There's a better way to reach the Pipe Line Market



Next edition now
being compiled.

The pipe line industry is a big, world-wide market with widely scattered buying authority. Purchasing influence extends through engineers, executives, division managers, spread superintendents, maintenance supervisors, and pipe line contractors. All enter the buying picture.

The best way to reach this scattered market is through the PIPE LINE CATALOG. Thousands of key men throughout the world rely on this one-volume equipment-service reference. It is the *buying-action* catalog that represents you whenever products are being sought, bought or compared. In the field or office, your sales information is always before the buyer—at reasonable cost.

Carefully controlled distribution places the PIPE LINE CATALOG only in the hands of men with buying authority in oil and products pipe line companies, gas transmission and distribution firms, pipe line contractors, engineering and design concerns. Usage surveys show that 96% of these buyers depend on PIPE LINE CATALOG—91.4% prefer it to other cataloging methods. This preference works for you.

The *Pipe Line Catalog Data Book* contains many helpful ideas, a guide to more effective cataloging, and complete rate and distribution information. Write Advertising Sales Manager, PIPE LINE CATALOG, P. O. Box 2608, Houston 1, Texas, for it today.

GPC Marketing Plan Provides Maximum Buying Power Coverage

Originated by Gulf Publishing Company the GPC Marketing Plan is a new concept in publishing service. It offers you the ideal, economical way to concentrate your advertising, cataloging and direct mail to the pipe line industry. Ask your Gulf Publishing representative for full details of this sales-building, money-saving, concentrated coverage plan.



GULF PUBLISHING COMPANY

World's Largest Specialized Publisher to the Oil Industries

3301 Allen Parkway • Box 2608 • Houston 1, Texas



ROSS CORBIT, president in charge of sales of Hiram Walker, Inc., since 1948, was recently elected vice president, Hiram Walker-Gooderham & Worts, Ltd., the parent company. His criterion for a product introduction budget is "whatever it takes to do a good job."

alcohol, Ten High became a casualty. Partly from necessity, the nation's taste shifted to neutral-spirit blends.

At war's end the distillers set out to replenish their whisky supplies. But unlike the makers of other consumer goods, who could start meeting the pent-up demand in months, distillers had to wait years for their wares to mature. In Hiram Walker's case the waiting can be complicated and lengthened by a policy of making and aging a specific whisky for a specific brand.

From studies made during the war years, the company believed that (1) there would be a strong postwar trend to straight whiskies, and (2) consumers would be more concerned with quality than with price. Instead of trying to put over a new brand, the company decided to reintroduce Ten High, as a medium-price running mate for the premium Walker's DeLuxe. To lift it from the former lower-price level, the "new" Ten High's age was increased from three, to five years.

At meetings of distributors, and of the company's own wholesale houses in New York and Chicago, salesmen's enthusiasm was sparked by a lot of stunts. In that big bourbon market of California, for example, a full-scale automobile parade on the day of the meeting featured a float bearing a 9-ft. replica of the Ten High bottle. Streamers proclaimed that Ten High

had returned from the wars better than ever. Full-page newspaper ads and colorful point-of-purchase displays emphasized the familiar checkerboard label. In some markets newspaper ads ran every day.

On Ten High, in the first six months alone, Hiram Walker's advertising and promotion costs nationally reached nearly \$1 million. In California alone they exceeded \$200,000. This whopping effort seemed to be paying off. From scratch, in six months, total sales of the product reached nearly 200,000 cases.

Then—though the promotion pressure continued at full blast—sales started to slide. And the advertising-per-case expenditure soared alarmingly: In all of 1953 customers bought only 116,000 cases.

The "new" Ten High, Ross Corbit says, "looked like a pretty tired horse in the fast-paced straight-bourbon race."

Consumers, it appeared, remembered the "old" Ten High too well—as a lower-price brand. They would not respond, at a higher price, to the appeal of "better value from the greater age." Their image of the new product was further mixed by the facts that the label on the new version was little changed and that the advertising stressed prewar popularity.

Also, the label did not play up Hiram Walker.

The company's management, Corbit explains, weighed two alternatives: Remove Ten High from the market; or start all over again, with the same brand name, but with a new label and a different appeal.

"We chose the second. The price was lowered to just-below-medium. And in advertising, promotion and selling we said: 'Here is a bourbon with the fine Hiram Walker background.'"

"We realized that, in whisky marketing, a price reduction can be suspect. Store and tavern operators wonder what the distiller may have taken out of the bottle. Consumers think that the quality may have been cut, too."

"But we decided to take the risk."

On its second reintroduction, in late 1954, Ten High's distribution and advertising was to be built slowly and solidly, market by market. Each district manager was asked to give the plan he thought best for it in his area. Most of these plans were adopted. A new advertising theme was devel-

oped. "Instead of the previous 'mad rush' to put Ten High over," Ross Corbit explains, "we scaled our marketing costs for the long pull."

Newspaper advertising was used, with point-of-purchase. Main efforts were concentrated in the big bourbon markets of the South, Midwest and West. The appeal, primarily, was to quality: People might buy cheaper straight bourbons, but not better values in them. Though ads listed local prices, consumers were urged to "sip it slow and easy . . . and enjoy the famed quality of Hiram Walker's TEN HIGH."


Steadily, the one-market-at-a-time, real-value approach paid off. From 116,000 cases in 1953, sales rose to 344,000 cases in 1954. Since then Ten High's trend has been:

1955—537,000 cases
1956—657,000
1957—602,000
1958—763,000
1959—900,000
1960—1,010,000

Since 1953 the "straight" race had become a free-for-all. Other brands got into it. As lower-price companions of their long and thoroughly promoted 100 proof bonded bourbons, virtually all major distillers introduced lower-price straights at 86 proof. From an all-time low of 6% in 1946, the straight bourbon share of the total U.S. whisky market has climbed to about 50%.

But Ten High's gain since 1953 has been double that of all straights in its price bracket. ♦ LMH

COVERS ALL BASES!



With over 639,000 circulation, the Journal-American now leads the World-Telegram and Sun by 160,000 and the Post by 295,000! The Journal-American gives the best evening newspaper coverage of the New York market, including each of the 8 main suburban counties surrounding New York City. In this rich suburban home market, the Journal-American sells 60% more newspapers than the World-Telegram and Sun and the Post combined!

NEW YORK

Journal-American

Represented Nationally by Hearst Advertising Service Inc.

As An SM 'Preferred City'

San Jose Is A Perfect 36!

We object to SM's halting its "Preferred City" ranking at a mere 24 consecutive months.

San Jose would like to see it 30. Or 32. Or 34.

Even maybe 36, which used to be thought "The Perfect Figure." Why? Because San Jose has made the "Preferred City" list for 36 consecutive months!

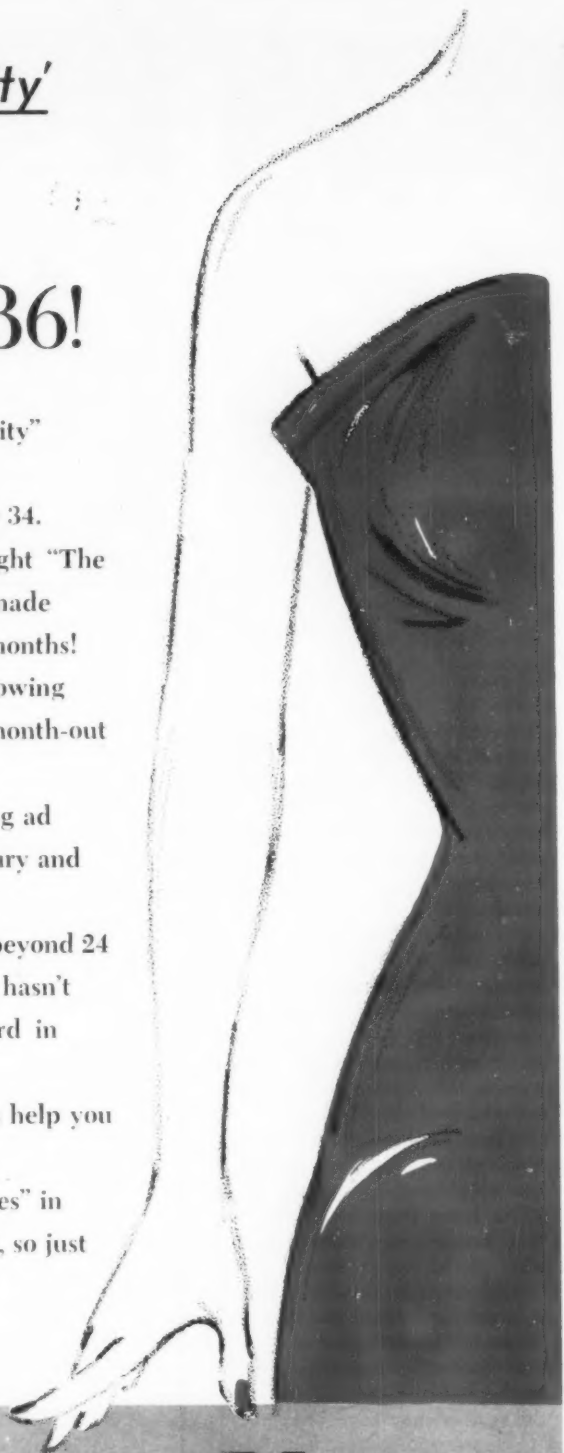
We think that speaks well for our ever-growing market — to have topped itself month-in and month-out despite so-called "recessions."

It also speaks well for our likewise-growing ad lineage — a lineage that results from solid Mercury and News coverage of Metropolitan San Jose.

Of course, SM has a reason for not going beyond 24 —the reason is, beyond this point, San Jose hasn't much competition from cities ranging upward in size from 100,000 to infinity.

So ask Ridder-Johns—or us—how we can help you sell to our "Billion \$ Bundle of Buyers!"

Meantime, just check the "Preferred Cities" in this SM issue. You will see San Jose with a 24, so just add 12—we're now a perfect 36!



San Jose

Mercury and News

Member, Metro Sunday Comic Network and Parade

Represented Nationally by Ridder-Johns, Inc.

Worth writing for . . .

A selection of noteworthy studies of markets, media, consumer buying trends, product and service developments that can pay off for you.

Teaching Machines and Salesmen?

Up to now teaching machines have been used only in schools, and their use has proved that children can learn faster from them than by receiving the same instruction from teachers. Can this method be used to teach basic products and application to salesmen? This booklet is designed to give you the "feel" of automated learning by presenting the subject to you exactly as the machine itself would do. Write J. Porter Henry, Jr., Dept. SM, Porter Henry & Co., Inc., 342 Madison Ave., New York 17, N. Y.

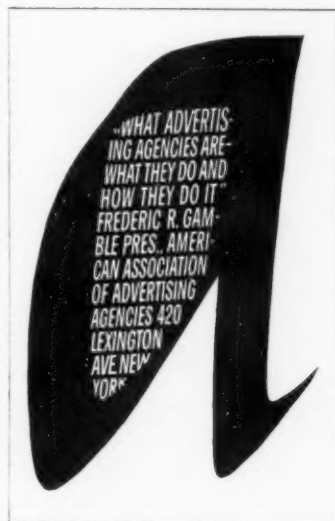
Management for Main Street

A small business guide in general management, this booklet illustrates management principles by means of the case study. Some of the cases reviewed are problems of an inherited business, successful operation of a drugstore, one man management, and many more. In addition, there are operating ratios by various types of business. Write Public Relations Div., Dept. SM, Dun & Bradstreet, Inc., P.O. Box 803, Church St. Station, New York 8, N. Y.

Travel U.S.A. 1940-1960

This booklet goes into the many and diverse changes in the travel market over the past twenty years. Some of the topics covered are: total

travel volume; regional distribution of travel; hotel, motel receipts; how the tourist dollar is spent; how the convention dollar is spent; city-state comparisons. The study is liberally sprinkled with statistical charts that are easy to read and use. Write Dept. SM, American Convention and Travel Institute, P.O. Box 419, Santa Barbara, Cal.



What Advertising Agencies Are

Written by Frederic R. Gamble, president of the 4A's, this booklet tells

in an interesting and simple style of the activities of the advertising agency, the types of people working for ad agencies, how the agency performs its functions, how agencies get paid, agency-client relationships, background and history of the advertising agency. Write Dept. SM, American Assn. of Advertising Agencies, 420 Lexington Ave., New York 17, N. Y.

Footwear News Factbook

A 1961 detailed analysis of the \$4.5 billion (retail) footwear industry in the U.S. breaks down all available statistics on this industry. Included are manufacturers' recent production and sales figures, manufacturers' advertising expenditures, retail sales volume by type of outlet, retail store operating ratios and price trends, import and export figures. Write Promotion Dept. SM, Footwear News, 7 E. 12th St., New York 3, N. Y.

Sales Aptitude Testing

A new brochure describing the methods of minimizing errors in personnel selection and executive promotion through psychological testing. Many of the illuminating conclusions are based on actual case studies. Write on company letterhead to Dept. SM, The Sales Aptitude Testing Corp., 315 Fifth Ave., New York 16, N. Y.

The Kalamazoo Market 1961

The latest study on this market gives information on area characteristics; social and cultural life; education; transportation; recreation; industry; retail sales; population, income & employment; trading zone retail outlets, etc. Write Deen Malotte, Promotion Director, Dept. SM, Kalamazoo Gazette, Kalamazoo, Mich.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Audio Visual Sales Aid: Obtain information on a motion picture system that opens new opportunities for your sales force, the Cinephonic 8 mm sound motion picture system. Dept. SM, Fairchild Camera and Instrument Corp., 580 Midland Ave., Yonkers, N. Y.

Advertising Gift Catalog: The executive desk planner with Week-At-A-Glance and Year-At-A-Glance sections, imprinted with your name or trade-mark, is one of the items featured in this handsome gift catalog. Dept. SM, Eaton's-Nascon, 475 Fifth Ave., New York 17, N. Y.

Chicago Market: The research study "Market Power: Chicago" provides a wealth of facts on one of the nation's major markets. Dept. SM, Chicago Tribune, 435 North Michigan Ave., Chicago, Ill.

Desk Top Sales Theatre: Demonstrates your products, displays your services and narrates your story. Obtain illustrated literature. Dept. SM, C-O-C Industrial, 37-19 23rd Ave., Long Island City 5, N. Y.

"14 Tested Ways to Increase Sales": A 36-page booklet describing how the use of a slidechart can reduce tough specification problems to one movement of a slide and give answers in terms of your particular product. Dept. SM, Perrygraf Slide Charts, 150-DS Barrington Ave., Los Angeles 49, Cal.

"Color Says So Much . . . So Much Faster": Title of a booklet describing how colored papers speed communications, cut overhead. Dept. SM-332, Ozalid, Johnson City, N. Y.

Premium Catalog: Complete information available on giveaways, traffic builders, self-liquidators, and prestige items for incentive use. J. T. McManus, Director Sales Promotion Div., Dept. SP-4, C. S. Hammond & Co., Maplewood, N. J.

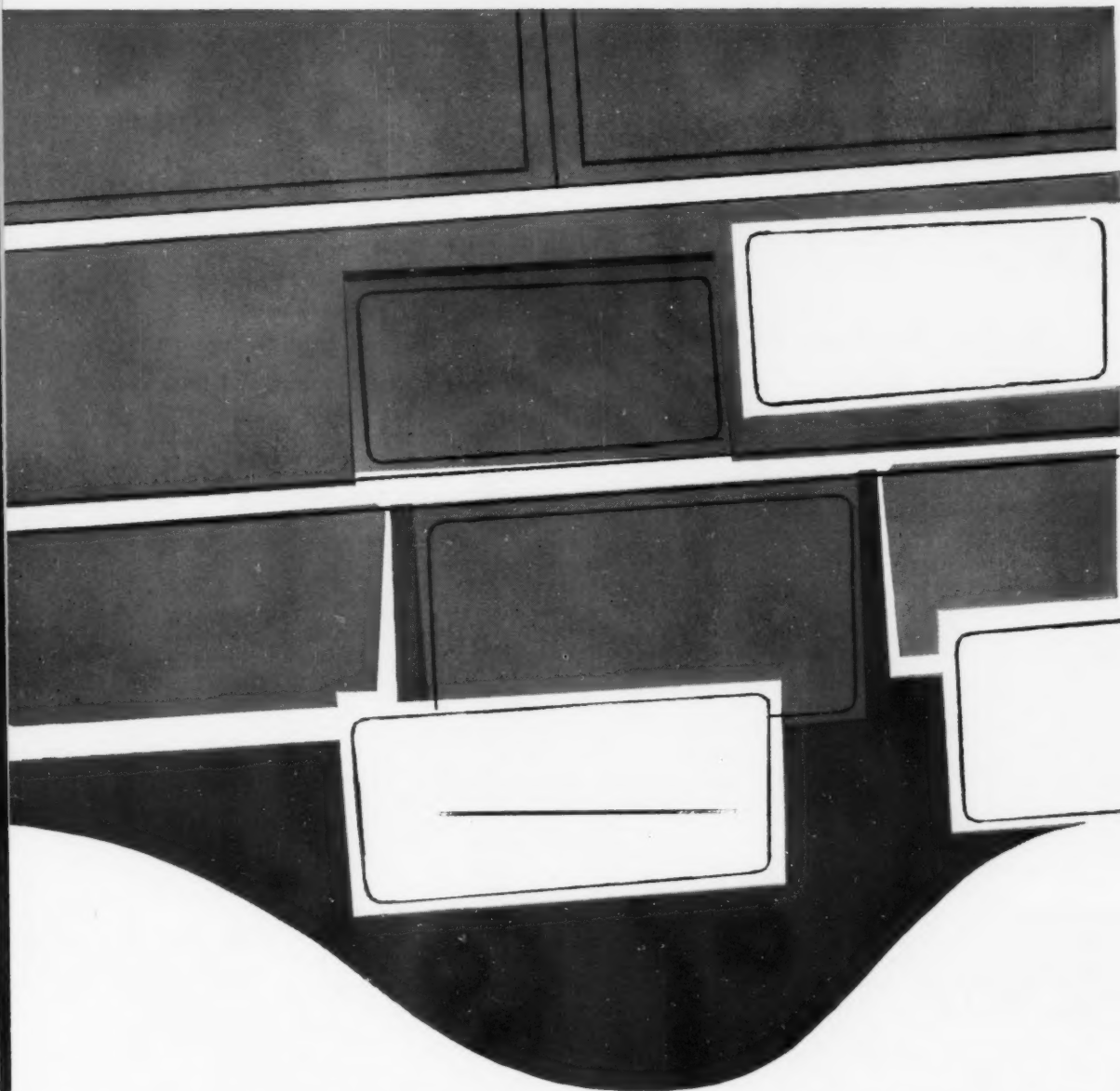
Sample Advertising Balloons: Free sample kit with detailed literature and prices along with ideas on store promotion and display. Write on company letterhead, Dept. SM-12, The Faultless Rubber Co., Ashland, Ohio.



Chilton's **MAP** in action...
MARKETING ASSISTANCE PROGRAM

***How to sell your
product to the
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Finding an industry is easy. Selecting the right people to sell in that industry is the real marketing problem.

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Chilton's Commercial Car Journal knows . . . and will tell you . . . who does the buying in the nation's 32,000 *self-serviced* fleets. These are the buyers who install and consume your fleet products within their own maintenance operation.

The continuing research necessary to maintain the

highest standards of editorial and circulation coverage of these fleetmen produces vital market data for CCJ's Marketing Assistance Program. Location of fleets by counties. Names and addresses of 50,000 buying influences. What they buy. When they buy it. What it takes to sell them.

Each of Chilton's 19 business magazines has a similarly complete and helpful M-A-P. Contact the representative of the one covering your market or markets.

CHILTON COMPANY

Chestnut & 56th Sts., Philadelphia 39, Pa.

Sales Management AUGUST 4, 1961

Department Store Economist • The Iron Age • Hardware Age • The Spectator • Motor Age • Automotive Industries • Boot and Shoe Recorder • Commercial Car Journal • Distribution Age • Butane-Propane News • Electronic Industries • Aircraft & Missiles • Hardware World • Optical Journal and Review of Optometry • Jewelers' Circular-Keystone • Food Engineering • Marine Products • Gas • Product Design & Development • Business, Technical and Educational Books • Chilton Research Services

What Determines Your Salesman's Volume?

By ART HOOD
Marketing Consultant,
Building Materials Merchandiser

This helpful training guide and checksheet for appraising the individual salesman's performance lists factors determining his sales volume — the ones he can control and those he can't.

Factors Beyond the Salesman's Control

1. His territory's population and its buying power.
2. The economic climate and outlook.
3. Current business and weather conditions.
4. Demand and prices for agricultural and industrial production in his territory.
5. Availability of money and credit for industrial and commercial expansion.
6. The salesman's ability to supply customers' wants.
7. His customer's ability to buy imports at lower prices.
8. The variety and diversity of his company's lines and products.
9. The relative superiority of those lines and products.
10. The extent to which his headquarters supports him.
11. How much company advertising backs him up.
12. Ad penetration for his company's products.
13. His industry's share of the consumer's dollar.

Factors the Salesman Can Partially Control

14. The number and size of dealers he sells.
15. How many leads and prospects he digs up himself.
16. His customers' selling ability and the quality of their business management.
17. His customers' product turnover.
18. His customers' sales aggressiveness in terms of advertising, sales personnel and market penetration.
19. How well his company's reputation is established.
20. How well his company and sales manager back him.
21. The training he gets and how he uses it.
22. The financing and credit terms he can offer his customers and how he uses them.

Factors Within the Salesman's Control

23. His knowledge of the potential for his lines and products within his territory.
24. His knowledge of his products' end uses.
25. How he fits his lines, products and services to individual buyers' needs.
26. The extent to which he sells for, through and with his customers as well as to them.
27. How well he uses existing accounts as leads, refer-

- ences and testimonials, and how well he circulates merchandising ideas from one to the other.
28. How thoroughly he exploits every lead.
29. His ability at market analysis and forecasting.
30. The extent of his ingenuity and creativity in research analysis, problem solving and capitalizing solutions.
31. How up to date he keeps himself on all self-improvement and job-improvement opportunities.
32. His ability to eliminate weak spots in his sales work.
33. His maintenance of the right attitudes and his ability to keep a healthy, positive outlook.
34. His ability to plan and organize his work and time, and how well he follows through.
35. His mastery of the techniques of communication.
36. The thoroughness of his study and preparation for his work.
37. His capacity to remember and apply the fundamentals of good selling.
38. How well he learns from others and from his own experiences—both good and bad.
39. His efficiency in using the telephone as a selling aid.
40. How well he cooperates with headquarters.
41. The number of hours a day he puts into his job.
42. The number of calls he makes after preparation.
43. His sense of timing in calls and offerings.
44. His eagerness to get everything out of each sales contact, and his ability to do so.
45. Whether he applies full leverage of every possible benefit to his prospect in each sales situation.
46. How well he assesses the individual customer's immediate and long-range profit value to his company and how he acts upon the assessment.
47. The extent to which he understands his customers' problems and offers solutions.
48. His resourcefulness in handling price resistance, etc.
49. His customers' confidence in him.
50. His ability to turn one-shot customers into repeat buyers.
51. His ability to keep them sending him emergency orders between calls.
52. His ability to create an empathy with his customers—to maintain a "you" attitude with his prospects.
53. How well he keeps track of what his competitors are doing and his ability to cope with their tactics.
54. His realization that humor is the lubricant of life, and that there is danger in taking himself too seriously.



No. 1 salesman in the store. Here's one sure way to out-merchandise competition at the point-of-sale. Put your product in colorful, handsome WESTVACO corrugated displays. They make a brand easier to buy than by-pass. Remarkably practical, too! Compact, sturdy, simple to set up. Call or write Hinde & Dauch Division for full details.



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Pulp and Paper**

Hinde & Dauch Division

16 Plants • 42 Sales Offices • Sandusky, Ohio



which of your sales points has the greatest appeal?

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Today there is a new and inexpensive way to identify and clarify your best sales appeals. It is a highly specialized type of personal sales investigation which we have developed over a period of many years.

We call it "Ditch-Digging" research. It digs into the interests and informational needs of your potential customers. Since our investigators do not identify themselves with our client, they can get the client's prospects to talk about things they normally wouldn't tell his salesmen.

All of our trained investigators have had successful sales experience. They conduct each interview with an astute "sales sense" that smokes out the true picture of your best sales approaches.

This, inevitably, reduces the guesswork and improves advertising effectiveness.

The Schuyler Hopper Co., Sales Investigation • Sales Promotion • Advertising

Twelve East Forty-first Street, New York 17, N.Y. • LE 2-3135

CASE STUDY

Buyer Schooling

Training the Ultimate User

The teacher was willing to teach, but there were no more students. That was the ironic situation of the Fafnir Bearing Co., of New Britain, Conn., after four years of conducting its training school all over the U.S. More than 1,500 distributor salesmen had learned everything they had to know to sell ball bearings, but there was a limit to the number of salesmen. Recalls J. T. H. Eaton, director of the training programs: "We had almost reached a saturation point, but the schools were so successful that we didn't want to stop."

To resolve the dilemma of having a sales training school which had done its job so well that new students were scarce, the Fafnir Bearing Co. decided to expand the school to the after-market, to its distributors' customers.

In the nine months since the program was initiated, 140 seminars have been conducted by J. T. H. Eaton, the director of training programs. Total attendance has topped 4,000, yet only 15 states, in the South and Midwest, have been covered so far.

The training seminars have been found invaluable in solidifying the company relationship with its distributors and customers, and in asserting the company image for newer personnel unfamiliar with Fafnir.

Raymond M. Page, manager of distribution sales for the bearing company, reports there were "... many requests from prominent manufacturing concerns to hold this type of meeting with their maintenance personnel — so many requests that we could easily put on at least two more instructors to fill the demand." Pleased distributors have reported cases where orders have resulted directly from the seminars. Fafnir is presently sponsor-

ing a study to determine the extent of the seminars' influence. Since the main emphasis in the seminar rests on bearing maintenance, however, much of the influence is indirect and cannot be measured.

The program's main budget considerations are for the production of a special training manual, and salary and travel expenses for Eaton. Much of the latter is minimized, however, by holding both distributor and customer seminars on the same visit to a particular area.

Fafnir's new seminar began with experimental programs, using materials from the distributor school. Results were gratifying, but it was plain that customers needed different information than salesmen.

The new program—called the Fafnir Maintenance Seminar—covered the manufacturing process; then the different types of bearings and their application; next the numbering system; and, lastly, the prevention of bearing failures through correct maintenance.

During the sessions, sales promotion is always kept in a low key—although there is no artificial hesitation in explaining the advantages of a

Fafnir product. The course, however, is designed to discuss all bearing products and problems.

Because often there are differences between the line worker and management, inspection and assembly departments, and maintenance and production divisions, the seminar was directed toward maintenance supervisory personnel to avoid involvements in internal politics.

The program was originally scheduled for a full day. Many manufacturers, however, would not allow men this much time away from their jobs. The compromise: a four-hour program that could be given either day or night, and which was usually supplemented by a luncheon or dinner. Holding seminars in industrial plants was also attempted, but they were discontinued after it was seen that there was usually not enough specialized personnel available to make the seminar worthwhile. Drawing supervisory representatives from many plants into a pre-selected, centralized meeting spot solved this problem.

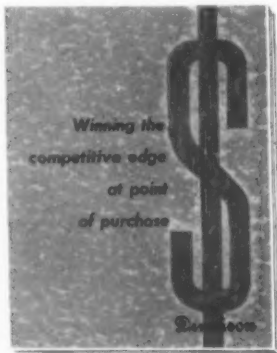
► The seminars are under the nominal sponsorship of distributors, and they are responsible for setting up the meetings (including hiring the hall and paying for lunch) and getting their customers to attend. "Occasionally," points out Eaton, "when we run meetings in an area with more than one distribution outlet, the problem of duplication of customers arises. This is controlled by our own men in the field who work with local distributors in arranging the meetings."

In the future, Fafnir plans to continue to rely upon its sales and customer training programs. The only question that remains is what will be done with the training schools when Fafnir runs out of customers. ♦

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THIS FREE BROCHURE contains factual reports on sophisticated use of task-tailored Dennison tags and labels to achieve maximum results per promotional dollar . . . shows samples that have introduced new products with sales-compelling impact and added new life to old products, packages and displays. For your free folder, mail coupon today.

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CASE STUDY

Sales Aids

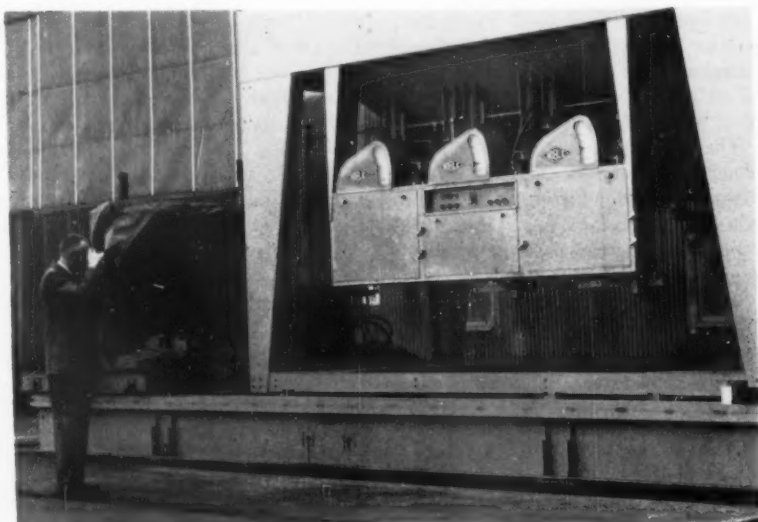
Low Cost Films Sell Big-Ticket Products

Like many heavy equipment manufacturers, Noble Co. faced the problem of presenting the benefits of products too big to demonstrate. The company installs cement and aggregate batching and mixing plants and manufactures a full line of plate-handling equipment for heavy industries; its products consist of complicated, heavy machinery—difficult to visualize in either form or operation. The logical solution, the company felt, was sound-film presentations, but their cost looked too prohibitive.

In 1957, Noble Co. brought out a new line of product literature to point up the sales features of its heavy equipment. But as an ice-breaking tool for salesmen and as part of an all-out sales effort, the brochures fell short of their mark.

Film strips with sound were needed for solid customer impact. But budgetary considerations made hiring a professional filming organization out of the question.

The solution: The company's own salesmen took photographs of plant in-



SALESMEN TAKE PHOTOGRAPHS of outstanding plant installations in the course of covering their territories. The pictures are incorporated into a slide film.

stallations and movies of its heavy equipment in operation. Noble now has three professional-looking film strips on mixing and batching plant installations and a fourth is in production.

The films serve a dual function: They are used in the company's distributor education program to sell distributors on the benefits of handling Noble equipment. And the same films, accompanied by different narrations, also serve as sales tools for the distributors. Through the use of a portable projector, the products are demonstrated right at the desk of the potential customer.

The whole project was carried out on a low-cost budget. Compared to normal visual aids expenditures, the Noble films are relatively inexpensive. It costs the company between \$500 to \$700 to complete a master film, and only \$25 each to make copies of the master (complete with narration record) for distribution to the field.

Both Stills and Movies

Two systems are used to prepare films for the two product lines. Strips of the mixing and batching plants are made from the salesmen's photo-



LATER, salesman gives film presentation on desktop to prospective customer.



63 PERCENT OF DELAWARE VALLEY'S POPULATION LIVES IN THE SUBURBS

The Philadelphia Inquirer delivers your advertising to 27% more suburban adult readers than does any other Philadelphia newspaper.



Sources: 1960 Sales Management Survey of Buying Power; Continuing Study of Adult Newspaper Readership by Sindlinger & Company, Inc. based on over 70,000 interviews, 1957-60. (Summary of 1960 study available on request.)

graphic slides. Slides are ideal since the movement of the equipment does not have to be emphasized. Sales films for the plate-handling division, however, must show the machinery in operation, so 16 mm motion picture films are shot right in the company factory.

The mixing plant slides are taken by Noble representatives in the course of their normal business activities. When the men spot outstanding plant installations, they shoot pictures. This fosters the accumulation of a great

many photographs from all over the country without the necessity of appointments or special trips. Pictures are also taken at company headquarters in Oakland, Cal., where full-scale models are kept.

Slides are forwarded to the home office where the best shots are selected for use in the film strip. When enough of them have been collected, Noble's agency is called in to help prepare the finished product.

The slides are put into logical se-

quence, and scripts for the recorded narrations are prepared—one aimed at distributors, another designed for the potential customer. The agency also assists in preparing art work, including graphs and titles.

At least 20 copies of the completed film strip are printed and distributed, and the first showing is at Noble distributor meetings around the country. Once the film has been shown to distributors, it is ready to be used as a sales tool. With the films, the salesmen can demonstrate the proper method for erecting a batching plant in the field in just four days. And they can also effectively illustrate the sales points of Noble's highway paving batching plant and its portable Batch-A-Bout plant.

Plate-Handling Movies

For the line of plate-handling equipment, the motion pictures are made either in the Noble factory or at an actual job installation. Scripts for the films are easily prepared since the sole objective is to demonstrate the operating cycle of a plate-handling unit.

Either a professional photographer shoots the films, or the company's own personnel do it, using an Eastman Kodak Cine Special. The company has found the results equally acceptable.

After the film is developed by a commercial photographic lab, whatever editing is necessary is accomplished right in the Noble office with standard splicing equipment. It is then sent to the district representatives who will show it to potential Noble customers.

To date three film strips have been completed and a fourth is in production. They are in color, are backed by a recorded narrative and run from 10 to 15 minutes (Noble salesmen felt the attention of the audience would wander with additional length).

The company feels that the films have given its sales efforts a real shot in the arm. Says Robert C. Clark, Noble's v-p in charge of sales, "We feel that the film program gives us the most effective, articulate and profitable method of selling our products that we have yet discovered."

(Clark himself gets into the act occasionally, using his own 35 mm camera, a Kodak Retina Reflex S.)

"While we can't put a precise dollars and cents figure on the results obtained to date," he goes on to say, "there has been a decided trend away from price-selling our equipment." ♦



What would you like to sell more of in a retail market larger than anyone of 38 entire states?

The Cleveland
**PLAIN
DEALER**

OHIO'S LARGEST MORNING and SUNDAY PAPER

Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco and Los Angeles. Member of Metro Sunday Comics and Magazine Network.

New Books for Marketing Men

Marketing Management. By Kenneth R. Davis. Published by The Ronald Press, 15 E. 26th St., New York 10, N.Y. Price, \$8.00.

The author is professor of Marketing, Amos Tuck School of Business Administration, Dartmouth College. His book, as he states in the preface, "deals with the problems faced by marketing managers as they make decisions and develop policies." Text combines and integrates study material with actual business cases. Purely descriptive material and lengthy historical discussion are kept to a minimum. The book can be had with an instructor's manual, as well.

Tips on Tipping. By D. A. Reed. Published by Darco Publishing Co., Box 31-K, Kenilworth, Ill. Price, \$1.00.

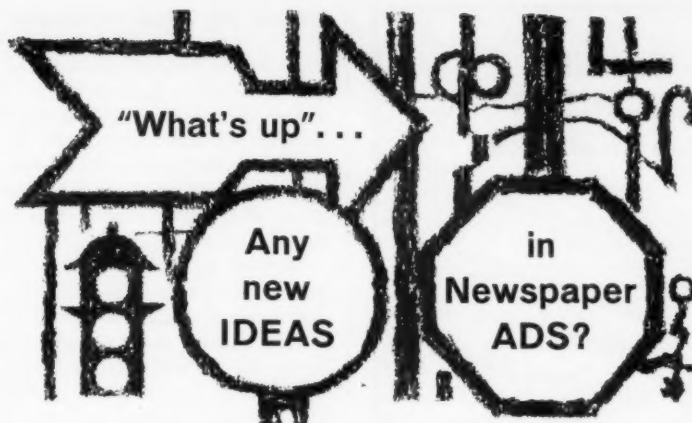
Whom to tip, how much, and when are problems that everyone faces. The author, with wit and charts, shows you how to handle what he terms "the case of the itching palm," wherever it may turn up. He also provides a helpful section on tipping abroad, where the whole thing is even more complicated.

Techniques of Creative Thinking for Management. By H. W. Gabriel. Published by Prentice-Hall, Inc. Price, \$4.95.

What does a creative thinker have that other thinkers do not? Mr. Gabriel believes the creative thinker has the ability to cut through stereotyped thinking and attitudes that limit mental horizons. His book aims to teach the reader how to develop skills in creative thinking. He calls his study a "you-do-it" book.

Managing America's Economic Explosion. Edited by Dan H. Fenn, Jr. Published by McGraw-Hill Book Co., 330 West 42nd St., New York 36, N. Y. Price, \$6.00.

Mr. Fenn, editor of the Harvard Business School Bulletin, has brought together the main thought channels of the 30th annual Harvard Business Conference, collecting discussions by 22 leading executives, economists and related experts on topics ranging from economic growth to product-line planning, trends in marketing and foreign competition. It's a big, sprawling book, with meaty information vital to any businessman.



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Maybe there is . . . or maybe there isn't anything new or startling in the way of advertising that could help you . . . but we are sure you'll agree that carefully selected ads can offer ideas . . . and ideas are what your art and copy

department needs! Keep up-to-date . . . keep fresh ideas coming with ACB "Unduplicated" Service. Tell us the "kind" of copy you want to watch . . . and we will send you a single tear-sheet of each release. The cost is moderate.



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MEMPHIS, Tenn. • COLUMBUS, Ohio • SAN FRANCISCO, 51 First Street

Send today for descriptive material and free catalog.

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Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information of the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" blanks developed from a consensus among experts on hiring salesmen. These detailed four-page forms will give you all the basic information you need on each applicant. They have been approved by legal experts as conforming to the New York state anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—

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WESTERN ARCHITECT & ENGINEER

Reaches over 8,000
architects, engineers,
contractors, planners
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build the West.

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SAN FRANCISCO 11

A MCGRAW-HILL PUBLICATION



United Air Lines' Patterson

(continued from page 38)

senior officer of the bank, said to me: 'Son, where are you going? People won't criticize you for lack of an education—if you make every effort to get one.' That night I enrolled in night school."

Through the next 13 years, including the first four years of his marriage, young Patterson strived, after hours, to make up for his educational lack. He finished high school and then learned banking and economics at American Institute of Banking, San Francisco—"a sort of branch," he says, "of University of California at Berkeley." For good measure, he took three years of English, learned shorthand and typing ("though I never had the opportunity to use them"), and added 18 months of law.

"I was often hungry," Pat recalls. "I could spend only 25 cents for a meal. At a Boos Bros. cafeteria on Powell Street I always ordered the same things, for fear that any variation might cost a nickel more."

He had served a stretch as teller and had just been promoted to the new business department when, one noontime, a "flying man" walked in. In that year, 1926, Vern Gorst of North Bend, Ore., had organized Pacific Air Transport (PAT) and won a contract to fly mail between Seattle and Los Angeles. His partner was William E. Boeing of Seattle. To keep the line going Gorst picked up spare parts wherever he could find them—cheap.

That noon Gorst wanted to borrow a few hundred dollars to buy a new airplane engine which, due to some flyer's mischance, lay at the bottom of San Francisco bay. When Patterson asked about the effects of salt water on it, Gorst decided that the engine was not worth rescuing. But, intrigued with PAT's problems and prospects, Pat made the first loan on his own responsibility—a \$5,000 loan to the airline.

The bank's president, Frederick L. Lipman, expressed his doubt that the flying-machine business would ever amount to much. Fearing that, "if this loan turns out badly you might

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Write for brochure and map of
New York's most fascinating places
to see and things to do.

James A. Flood, Manager

MODERN SELLING

Times sure have changed. The salesman who doesn't get in step with today's increasing use of value analysis purchasing is soon left behind. Suggestion: Make sure your salesmen fully understand value analysis, supplier analysis, and other modern techniques used by purchasing agents. (Have your men read our informative booklet "Industry's Newest Buying Technique Becomes a Selling Tool." Copies are free for the asking.) Suggestion Number 2: Pre-sell the PA and keep him sold through the pages of **PURCHASING Magazine**, published biweekly by Conover-Mast, 205 E. 42nd St., New York 17, N.Y.

lose confidence in yourself," he told Pat to "stay close to those flying-machine men until we get it back."

► Pat got the money back . . . and stayed close to fliers. He helped Boeing Airplane Co. to buy out Gorst, and then was persuaded to move to Seattle as assistant to Philip G. Johnson, president of Boeing Air Transport, on Johnson's belief that he could "bring some order" into it.

In 1931 United Air Lines was formed as a management company for BAT and three other lines, with Patterson as vice president. Then he also became president of all four lines. In 1934—when the Government charged the airlines with collusion, canceled all airmail contracts and "purged" the top executives of all the lines—Pat succeeded Johnson as president of United.

For the next six years he spent more than half of his time traveling to talk with and learn from United's people—from janitors and mechanics to superintendents. In Newark he listened all one night to pilots' grievances, and then told them: "I think

you are 90% right and the company is 90% wrong."

(In 1951 when the Air Line Pilots Assn. struck United, demanding a pay formula based on miles rather than hours flown, Pat held firm against them. After 11 days the pilots went back to work without their formula. But when others criticized them, Pat urged all United employees: "Please do not demonstrate any antagonism against the pilots. . . . Let us help them salvage as much dignity as possible." . . . Later, United was the only major airline to introduce jets without a strike.)

► In 1934, with Army pilots flying the mail, business-getter Patterson spurred his traffic men to develop other revenue sources for UAL's growing fleet of Boeing 247 10-passenger planes. Within three years passenger-mileage was lifted 50%, and cargo rose from virtually nil to 4¼% of the growing total revenue.

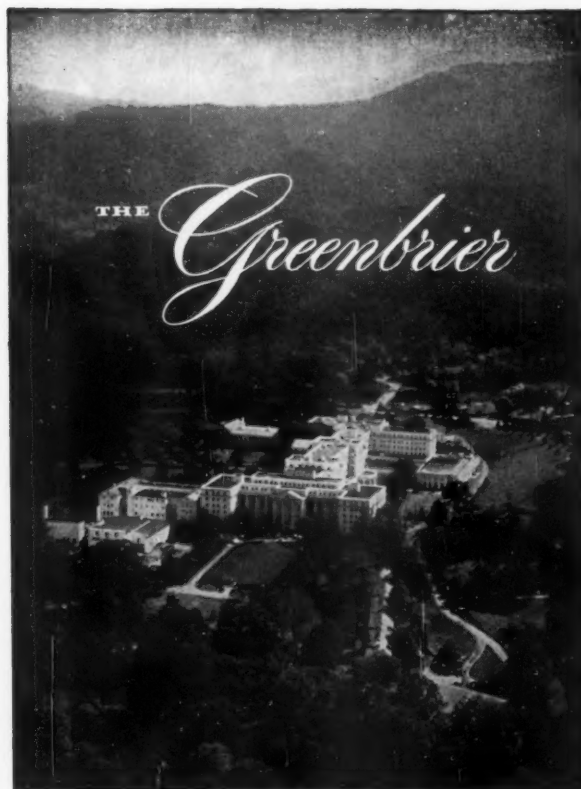
Though American's C. R. Smith got the jump on Patterson with that "workhorse of the airlines," the 21-passenger Douglas DC-3, Patterson

took the lead with the 4-engine DC-4. . . . In 1940 United also became the first line to offer lower-price aircoach service, but then dropped it on Pat's belief that coaches did more to divert first class traffic than to create new customers.

In the last decade United has been back in this business, which is rapidly becoming as important as first class: Last year passengers provided 90% of United's total revenue. But while first class declined 1% to \$179.1 million, coach rose 43% to \$162 million.

Pat has always encouraged his associates' ideas. When he first moved to Chicago he lived with one Thorp Hiscock, whose better brainstorms usually came—and had to be proclaimed—and then tried—at 3 a.m. One had to do with controlling fuel temperature during flight.

Some ideas failed, and some boomeranged. To overcome women's fear of their husbands' flying, a district manager, Steve Stimpson, suggested the campaign: "Take your wife along free as a guest of United." Later, when Stimpson wrote to thank the wives for their free patronage, he



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You will find at The Greenbrier the perfect setting for your conference, whether it be for ten or a thousand people. The new, air-conditioned West Wing has an auditorium with a 42-foot stage, new sound and projection machines, splendid banquet arrangements, a theatre with a CinemaScope screen. *Ready soon will be our new 17,000 square foot exhibit hall.* For after-session enjoyment The Greenbrier's recreational facilities are unsurpassed. And our staff of experts not only helps in planning your program, but they also handle the details to carry it through *successfully*.

Special Winter Rates available on request. Include a spacious, luxurious room and The Greenbrier's traditionally fine meals, green fees (our courses are playable much of the winter), swimming in mosaic tile indoor pool, membership in the Old White Club and gratuities to service personnel. **EFFECTIVE DEC. 1, 1961—FEB. 28, 1962.**

FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 630 5th Ave., JU 6-4500 • Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg., RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Building, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

THE
Greenbrier

WHITE SULPHUR SPRINGS • WEST VIRGINIA

learned, as one chronicler put it, that "now and then some thoughtless passenger had neglected to tell his wife that he had brought her along."

Though adult males continue to be UAL's main source of revenue, the former twin bogeys of "fear and fare" no longer impede growth. This year "the nation's largest airline" should approach \$500 million in revenue from all sources, including Capital. By 1965, Patterson expects total revenue to exceed \$750 million.

But competition, he admits, may control that. "I believe in competition," he explains, "but we now have an excess of it."

When one says that the Capital merger cuts the number of domestic trunk lines to 11, Pat points out that, with the 18 active-and-growing erstwhile "feeder" lines, the number of contenders totals 29.

"Among the trunk lines alone," he shows, "five are now competing in densely populated areas. Coast to coast — counting Continental from

Chicago westward and the new southern routes of Delta and National — seven lines will soon be in battle." In each arena "three should be plenty. . . . The spirit of competition would still be strong, in fact, if we had only one rival." . . .

► William Allan Patterson (who once turned down the post of running a major railroad) says: "I wouldn't swap my job for the presidency of the Bank of America."

Aviation, he thinks, should continue to be "a young man's business. Railroad men used to be 68 or 70 before they became president." He will train his 45-year-old successor and "travel along with him." The new man will run the show. But Pat will continue to be active: "After 32 years in this business your personal interest in it—as you know it—becomes greater than ever." As always, his homework and much of his daywork will be planning. Right now, for example, he is concerned with "the

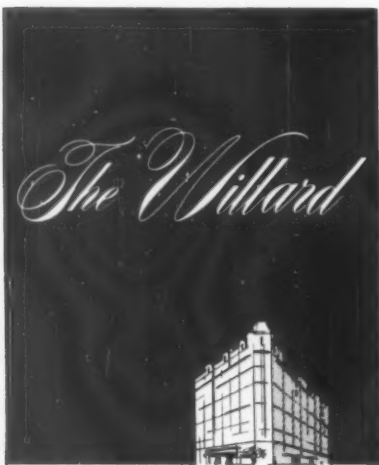
problems of getting passengers to the airport and on the plane."

But he has also learned to play. The game leg has reduced his golf and horseback riding somewhat, but he enjoys prizefights and poker, and reading about international problems.

In 1924 Patterson married Vera Anita Witt of Berkeley. Their daughter Patricia is now the wife of James A. Kennedy, United's publicity director. Their son William Allan, Jr., also married, served in the Air Force and is now attending Stanford University's School of Business.

Patterson is a director of such organizations as Bell & Howell, Ford Foundation, Goodyear Tire & Rubber and Westinghouse Electric; and a trustee of the Committee for Economic Development, Chicago's Museum of Science and Industry, and Northwestern University.

A vigorous booster for Chicago, he still can find good reasons for your flying to 116 other cities via United Air Lines. ♦



Washington's most convenient meeting place . . .

with every modern facility for a conference or a convention.

Completely air-conditioned — spacious ballrooms, 11 additional meeting rooms, attractive dining facilities. Capacity 20 to 1200. Write for complete convention information.

the Willard, Washington, D. C.
"The Residence of Presidents"

14th Street & Pennsylvania Avenue, N.W.
Telephone: NATIONAL 8-4420 • Teletype WA732

Masters of Marketing #5

WILSON MIZNER



"A good listener is not only popular everywhere but after a while he gets to know something."

John Wilson, retired sales manager of National Cash Register, says in "The Art of Listening":

"Many salesmen are so eager to talk that they do not get the full significance of what the prospect says. Yet the most 'insig' expression from a prospect may contain the very hint the salesman needs."

Also relevant is the tale of the English chap who picked up quite a sum during the bombings by offering to listen to your bomb story for one shilling. For two shillings he would ask questions.

This series is conducted for Sales Management by Zenn Kaufman, New York sales consultant. Nominations welcome.

Marketing Outlook for September 1961

By DR. JAY M. GOULD, Research Director
Sales Management and its Survey of Buying Power

By September the recovery will carry the U.S. economy to new heights. Gross national product hit an all-time high of \$512 billion (annual rate) in the second quarter, up \$12 billion from the depressed first quarter. The third quarter pickup will be more modest, coinciding with the traditional summer slowdown in steel and model changeover in the auto industry. The fourth quarter is expected to be strongest, with some observers predicting a GNP annual rate of \$530 billion by the year's end.

► Consumer spending is rising slowly, but still lags behind the gain in income. Retail sales in the first six months of 1961 fell slightly, about 1% short of the corresponding period in 1960, but will run about 2% ahead in the second half. Consumers are converting income gains into purchases of services and nondurables at a rate better than 3% over last year's, but hard goods

still lag. We will have to wait for the new auto models and the final quarter upsurge to demonstrate that auto sales serve more than mere replacement demands.

► The latest report on consumer spending of the University of Michigan's Survey Research Center offers some slight encouragement on auto sales. More people reported plans to buy cars (and particularly in the final quarter) than did so last year at this time. The report dramatized the psychological effect of news of unemployment, which adversely affected plans of families not hit directly by unemployment. Such news seems to overshadow the more basic fact that more people are now employed than ever before, and that output is at an all-time high. For September 1961, our forecasts call for a 3% gain over September 1960 for both the Sales Management Index of Business Activity, and for retail sales.

36 Best Markets for September

(Top six cities by population groupings)
U.S. Index: 100

The following cities have a common denominator. They are expected to exhibit business activity leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. For example, if a city has an index of 106.9 it means that its business activity next month is forecast to lead the national average change by 6.9%. Canadian figures are compared with U.S. Detailed figures are on following pages.

Cities Over 500,000

Hempstead Twsp., N.Y.	116.4
New York City, N.Y.	110.1
Memphis, Tenn.	110.0
San Francisco, Cal.	109.4
Boston, Mass.	108.7
Los Angeles, Cal.	108.1

Cities 50,000-99,999

Wilmington, Del.	116.6
Santa Barbara, Cal.	113.0
Reading, Pa.	112.5
Atlantic City, N.J.	112.0
Las Vegas, Nev.	110.1
Beloit - Janesville, Wis.	110.0

Cities 250,000-499,999

Honolulu, Hawaii	111.3
Minneapolis, Minn.	110.9
Denver, Col.	108.5
Norfolk, Va.	108.4
Oklahoma City, Okla.	106.9
Newark, N.J.	105.9

Cities Under 50,000

Cheyenne, Wyo.	114.9
Missoula, Mont.	111.2
Bloomington, Ill.	110.8
Salem, Ore.	110.5
Ventura, Cal.	108.7
Modesto, Cal.	107.6

Cities 100,000-249,999

Santa Ana, Cal.	113.7
Hartford, Conn.	110.6
Topeka, Kan.	108.2
Trenton, N.J.	107.3
Lincoln, Neb.	107.1
Berkeley, Cal.	105.7

Canada

Quebec, Que.	110.5
Winnipeg, Man.	109.2
Toronto, Ont.	104.5
London, Ont.	104.1
Regina, Sask.	103.9
Edmonton, Alb.	103.4

Business Activity Forecast for 1961

The Marketing Value of Business Activity Forecasts

★ Business activity levels are projected two months ahead for 306 U.S. and Canadian cities as a guide to the marketer on where his sales efforts might pay the biggest dividends. Cities marked with a ★ are Preferred Cities of the month. They have a level of activity—compared with the same month in 1960—which equals or exceeds the national change in business activity.

The business activity forecasts are measured primarily by the ebb and flow of bank debits, seasonally adjusted, and reflect sales, purchases, employment, wage levels in all segments of business—retail, wholesale, industrial, service, construction, farming, etc.

The first column of the accompanying tables indicates the number of months out of the past 24 in which a city has had a star to indicate a better than average performance. When a full 24-month period of back data are not available, the city's record is indicated as follows: 8/11 would mean that a city has had 8 starred months out of the past 11. The 11 indicates the total number of months for which data are available.

The second column indicates the index

of change for this month of 1961 versus the corresponding month of 1960.

The third column (the city-national index) relates the annual change in the index of the city's business activity to that of the U.S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in business activity 6% greater than the U.S. average.

The fourth column is an estimate of expected retail sales for the second month ahead. While the dollar volume applies only to retail store sales it is also useful as an approximation of the relative importance of one city as compared with another on all of the elements that make up its economic pattern.

Suggested Uses

- ★ Special advertising and promotion drives in spot cities.
- ★ Picking cities for test campaigns.
- ★ Revising sales quotas for branches, districts and salesmen.
- ★ Checking actual performances against potentials.
- ★ Basis for letters for stimulating salesmen.
- ★ Forestalling salesmen's alibis.

BUSINESS ACTIVITY FORECAST

No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) Sept.
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UNITED STATES

103.0 100.0 18435.00

NEW ENGLAND

Cities Over 500,000

★ Boston, Mass. ----- 15 112.0 108.7 128.45

Cities 100,000-249,999

★ Bridgeport, Conn. --- 6	106.5	103.4	23.20
★ Hartford, Conn. ---- 10	113.9	110.6	33.10
New Haven, Conn. --- 8	102.6	99.6	21.74
★ Waterbury, Conn. -- 20	107.9	104.8	14.97
★ New Bedford, Mass. - 12	103.2	100.2	11.18
★ Springfield, Mass. -- 11	104.5	101.5	22.82
★ Worcester, Mass. --- 12	107.6	104.5	24.11
★ Providence, R. I. --- 7	107.3	104.2	31.30

Cities 50,000-99,999

Meriden- Wallingford, Conn. 19	101.8	98.9	8.15
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SETTING THE PACE in New England HARTFORD and The COURANT

HARTFORD BUSIEST CITY. Hartford will lead all New England cities in September business activity—with a 13.9% sales gain over September 1960. That's 10.6% above the U. S. gain! (And the 7th straight month Hartford has outgained the national trend!) One of SM's 36 Best Markets for September, the city ranks 2nd

among cities in the 100,000-250,000 group; 12th among all cities regardless of size.

FASTEST GROWING NEWSPAPER IN NEW ENGLAND. The Courant's circulation—now 112,213—jumped 74% since 1950. Total postwar gain (since 1944)—144.8%!

HARTFORD A RICH 4-COUNTY MARKET

When You Use the COURANT

Hartford's 176 Sales Activity Index is the highest of all New England cities above 100M population—indicating a heavy inflow of shoppers from surrounding counties. The Courant—with the largest morning circulation outside of Boston—alone sells Hartford and the big two-thirds of the market outside the ABC City Zone.

HARTFORD 4-COUNTY MARKET

Biggest in New England
Outside Boston

	1950-60	Gain
Population	938,700	30%
Income	\$2,302,980,000	101%
Sales	\$1,203,024,000	57%
Move ahead with New England's second largest market (with 36% of Connecticut's sales) and its daily newspaper—		

THE HARTFORD COURANT

112,213 Daily*

153,363 Sunday*

Represented by Moloney, Regan & Schmitt

*Annual ABC Audit, 9/30/60

Connecticut's FIRST Automotive Market

Among all Connecticut cities of 25,000-or-over population, New London is first in household Automotive sales . . . \$1356 spent yearly!*

Market coverage? The Day, the only local daily, gives 90% coverage of this 79,510 ABC City Zone!

* SM '61 Survey



The Day

NEW LONDON, CONNECTICUT

National Representatives:
JOHNSON, KENT, GAVIN
& SINDING, INC.

September 1961

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) Sept.
★ Stamford, Conn.	24	109.3	106.1	14.69
Lewiston-Auburn, Me. 4	101.9	98.9	7.71	
★ Portland, Me.	21	111.0	107.8	13.99
★ Brockton, Mass.	17	110.1	106.9	9.69
★ Fall River, Mass.	4	106.0	102.9	10.38
Holyoke, Mass.	1	101.0	98.1	6.86
★ Lawrence, Mass.	15	110.5	107.3	10.09
Lowell, Mass.	10	97.7	94.9	9.73
★ Lynn, Mass.	11	103.5	100.5	10.34
★ Pittsfield, Mass.	15	104.0	101.0	7.84
★ Manchester, N. H.	19	103.6	100.6	12.15
★ Pawtucket-Central Falls, R. I.	4	104.6	101.6	9.85

Cities Under 50,000

★ Middletown, Conn. ..	19	106.3	103.2	4.17
★ New London, Conn. ..	10	109.5	106.3	6.36
Norwich, Conn.	2	102.4	99.4	5.12
Bangor, Me.	4	99.4	96.5	6.05
Salem, Mass.	16	100.6	97.7	7.02
★ Nashua, N. H.	23	104.9	101.8	5.16

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) Sept.
Newport, R. I.	13	97.3	94.5	3.10
Woonsocket, R. I. ..	16	102.2	99.2	5.51
★ Burlington, Vt.	14	103.7	100.7	5.66
Rutland, Vt.	0	100.4	97.5	3.09

MIDDLE ATLANTIC

Cities Over 500,000

Buffalo, N. Y.	0	97.2	94.4	62.08
★ Hempstead Township, N. Y. ..	24	119.9	116.4	137.83
★ New York City, N. Y. 18	113.4	110.1	961.55	
★ Philadelphia, Pa.	13	106.4	103.3	237.47
Pittsburgh, Pa.	14	95.2	92.4	77.29

Cities 250,000-499,999

★ Jersey City- Hoboken, N. J. ..	13	108.3	105.1	28.23
★ Newark, N. J.	20	109.1	105.9	62.44
★ Rochester, N. Y.	16	106.4	103.3	51.08

GROWTH

Means BUSINESS

in

MERIDEN, CONN.

Your 1960 U.S. Census Figures show . . . that the Meriden ABC retail trading area now has a population of 132,455. This is a 47% growth during the last decade . . . and indicates a prime opportunity for advertisers who seek growing sales in a major Connecticut market. Only the Record and Journal effectively sell this surging retail area. In fact, no Hartford or New Haven ABC daily penetrates this market.

The Meriden RECORD and JOURNAL

MERIDEN, CONNECTICUT

National Representatives:

Johnson, Kent, Gavin & Sinding, Inc.

THIS Is Eastern Connecticut

These 76,500 Families Are Preferred Auto. Buyers

Families in this metropolitan area and Windham County spend \$54,043,000 for automotive products. Their \$706 automotive sales per family tops both the state and national averages.

The Norwich Bulletin covers Metropolitan Norwich solidly and reaches 8,000 additional homes in Windham County. Good automotive market, good coverage, good selling. Great buy!

Norwich Bulletin

DAILY and SUNDAY
NORWICH, CONN.

Week Days
27,877*

Sundays
23,751*

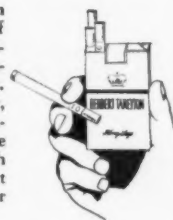
Represented by

The Julius Mathews Special Agency, Inc.

*Average paid 12 months ending 12/31/60

that's Portland MAINE

Herbert Tareyton Kings are another of the long list of products to choose Portland, Maine for a test. The stable economy, year after year, continues to establish the ideal conditions which make this the market that is best for your test.



to reach the testing market



Represented by

The Julius Mathews Special Agency, Inc.

BANGOR

Maine's FIRST Media-Market —8th in New England

Served by Maine's Largest Daily Newspaper, larger than any morning or evening New England newspaper published north of Boston.

See the New U. S. Market Ratings in our National Newspaper Cumulative County Markets study.

Get the facts. Ask for NNCCM today!

Bangor Daily News

Represented by
Johnson, Kent, Gavin & Sinding, Inc.



BULLSEYE!

You hit the mark for bonus RI sales in Woonsocket! It's a big-buying market: Total Retail sales of \$66,144,000.* And *The Call* gives you solid impact in this 65-275 ABC City Zone, with 98% coverage!

* SM '61 Survey

WOONSOCKET CALL

COVERS RHODE ISLAND'S PLUS MARKET

Representatives:
Johnson, Kent, Gavin
and Sinding, Inc.

Affiliated: WWON, WWON-FM



-SM- Business Activity FORECAST

BUSINESS ACTIVITY FORECAST	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) Sept.
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Cities 100,000-249,999

Camden, N. J.	13	102.3	99.3	15.71
Elizabeth, N. J.	16	98.6	95.7	13.65
Passaic-Clifton, N. J. 3	97.7	94.9	17.30	
Paterson, N. J.	2	97.7	94.9	16.68
★ Trenton, N. J.	5	110.5	107.3	18.38
★ Albany, N. Y.	17	105.9	102.8	20.89
Niagara Falls, N. Y. ...	2	92.2	89.5	10.99
★ Syracuse, N. Y.	6	108.0	104.9	33.52
★ Allentown, Pa.	12	105.8	102.7	20.03
Erie, Pa.	13	97.3	94.5	16.13
Scranton, Pa.	0	96.9	94.1	13.08

Cities 50,000-99,999

★ Atlantic City, N. J. ...	12	115.4	112.0	13.04
Binghamton, N. Y.	6	101.7	98.7	11.70
Rome, N. Y.	10	99.0	96.1	5.33
Schenectady, N. Y. ...	0	100.9	98.0	12.27
Troy, N. Y.	1	100.7	97.8	8.43
Utica, N. Y.	2	101.4	98.4	13.09
Altoona, Pa.	2	97.0	94.2	6.60
★ Bethlehem, Pa.	7	110.7	107.5	8.42
★ Chester, Pa.	12	103.3	100.3	7.80
Harrisburg, Pa.	0	101.8	98.8	16.17
Johnstown, Pa.	12	97.5	94.7	10.91
Lancaster, Pa.	6	97.5	94.7	9.27
★ Reading, Pa.	14	115.9	112.5	17.22
★ Wilkes-Barre, Pa. ...	7	104.9	101.8	10.10
★ York, Pa.	11	103.9	100.9	10.46

Cities Under 50,000

Elmira, N. Y.	3	102.8	99.8	8.14
Jamestown, N. Y.	0	99.9	97.0	5.48
★ Poughkeepsie, N. Y. ...	24	106.4	103.3	8.95
Hazleton, Pa.	9	97.0	94.2	3.98
★ Norristown, Pa.	24	109.4	106.2	5.71
★ Oil City, Pa.	12	103.3	100.3	2.39
Sharon, Pa.	8	95.4	92.6	3.93
★ Williamsport, Pa. ...	2	103.0	100.0	6.87

EAST NORTH CENTRAL

Cities Over 500,000

★ Chicago, Ill.	18	108.5	105.3	509.31
Detroit, Mich.	17	94.9	92.1	177.41
Cincinnati, Ohio ...	5	100.9	98.0	77.65
Cleveland, Ohio	14	97.2	94.4	123.23
Milwaukee, Wis.	18	100.9	98.0	97.07

Cities 250,000-499,999

★ Indianapolis, Ind. ...	8	103.9	100.9	77.37
Akron, Ohio	7	98.2	95.3	35.26
★ Columbus, Ohio	6	108.9	105.7	69.92
Dayton, Ohio	14	99.1	96.2	44.34
Toledo, Ohio	21	97.5	94.7	40.82

Cities 100,000-249,999

Moline-Rock Island-				
East Moline, Ill. ...	7	101.2	98.3	13.36
Peoria, Ill.	0	98.2	95.3	17.06
Rockford, Ill.	12	99.6	96.7	19.10
Evansville, Ind.	8	102.3	99.3	16.61

BUSINESS ACTIVITY FORECAST

No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) Sept.
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Fort Wayne, Ind. ...	12	102.6	99.6	24.05
Gary, Ind.	22	101.6	98.6	20.86
Hammond-East				
Chicago, Ind.	14	100.1	97.2	19.91
South Bend, Ind. ...	5	97.7	94.9	16.79
Flint, Mich.	15	100.1	97.2	29.72
Grand Rapids, Mich. 13	98.7	95.8	29.07	
Lansing, Mich.	15	98.9	96.0	20.71
Royal Oak-				
Ferndale, Mich. ...	10	95.8	93.0	16.44
Canton, Ohio	13	97.7	94.9	17.40
Youngstown, Ohio ...	2	93.1	90.4	24.11
★ Green Bay-				
Appleton-Neenah-				
Menasha, Wis.	1	103.1	100.1	19.76
★ Madison, Wis.	18	105.7	102.6	18.26

Cities 50,000-99,999

★ Champaign-				
Urbana, Ill.	5	104.6	101.6	9.54
Decatur, Ill.	0	99.2	96.3	11.83
East St. Louis, Ill. ...	0	97.6	94.8	9.57
Springfield, Ill.	2	102.7	99.7	15.69
Muncie, Ind.	21	100.4	97.5	9.09
Terre Haute, Ind. ...	8	97.7	94.9	10.69
Bay City, Mich.	8	95.7	92.9	7.77
Jackson, Mich.	13	95.6	92.8	9.23
Kalamazoo, Mich. ...	3	100.4	97.5	14.82
Pontiac, Mich.	19	97.5	94.7	13.06
Saginaw, Mich.	18	98.6	95.7	14.57

ALTOONA, PA.

... a real

bread and butter market!

HERE ARE A FEW
DELICIOUS STATISTICS:

The ABC market (Altoona and Blair County) has an average per family income of \$5,912, a predicted population in 1961 of 139,000 and annual \$144-million in total retail sales—\$35-million of which is spent for FOOD! And ABC-market residents live well in other ways: They spend more on clothes than Sioux City, Iowa; buy more furniture and appliances than Lincoln, Nebraska; and more cars and auto supplies than Muncie, Indiana.

Get your bite of this nourishing market—served up exclusively by the ALTOONA MIRROR, the newspaper that reaches 98% of Altoona families, 3 out of 4 in Blair County.

SELL ALTOONA WITH THE

Altoona Mirror

Altoona Pennsylvania's Only Daily Newspaper

RICHARD E. BEELER, Adv. Mgr.

Sales Management AUGUST 4, 1961

-SM- Business Activity FORECAST

BUSINESS ACTIVITY FORECAST	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) Sept.
Hamilton, Ohio	9	96.4	93.6	8.99
Lima, Ohio	6	99.8	96.9	8.65
Lorain, Ohio	22	95.8	93.0	7.48
Springfield, Ohio	11	100.1	97.2	10.13
Warren, Ohio	14	95.1	92.4	7.54
★ Beloit-Janesville, Wis.	20	113.3	110.0	9.94
Kenosha, Wis.	14	96.1	93.4	7.89
Racine, Wis.	19	98.7	95.8	10.75

Cities Under 50,000

★ Bloomington, Ill.	9	114.1	110.8	6.54
Danville, Ill.	5	98.6	95.7	6.46
Lafayette, Ind.	22	99.7	96.8	7.28
Battle Creek, Mich.	0	98.7	95.8	9.02
Muskegon, Mich.	18	96.5	93.7	7.75
★ Port Huron, Mich.	13	105.4	102.3	6.62
Elyria, Ohio	14	95.9	93.1	5.56
Mansfield, Ohio	12	100.8	97.9	9.36
Middletown, Ohio	7	95.0	92.2	5.97
Portsmouth, Ohio	9	97.2	94.3	6.04
Steubenville, Ohio	10	95.1	92.3	6.68
Zanesville, Ohio	7	96.2	93.4	5.60
La Crosse, Wis.	5	100.9	98.0	6.77
Oshkosh, Wis.	10	97.3	94.5	5.79
Sheboygan, Wis.	15	99.2	96.3	4.36
★ Superior, Wis.	9	106.2	103.1	3.64

IN OHIO'S NO. 1 GROWTH MARKET

\$66,559,000

G-R-O-W-I-N-G

Food Sales

Family food sales in Ohio's 9th largest metropolitan area (fastest growing in the state) are an above-average \$1,039.

Local families buy big, can be sold a much higher volume of goods. Their buying confidence is based on high wages in big industries. 77% have incomes, *after taxes*, of \$4,000 or more. Total buying power a shade under a Half-Billion—\$488,170,000.

Sell big today, sell more tomorrow, through the area's dynamic newspaper, the—

Chronicle-Telegram

"THE FAMILY NEWSPAPER"

ELYRIA, OHIO

Circulation 25,747 ABC 9/30/40

Double the Number of City Families

Represented by

The Julius Mathews Special Agency, Inc.

Sales Management AUGUST 4, 1961

BUSINESS ACTIVITY FORECAST

WEST NORTH CENTRAL

Cities Over 500,000

★ St. Louis, Mo.	16	104.5	101.4	102.73
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Cities 250,000-499,999

★ Minneapolis, Minn.	11	114.2	110.9	91.73
St. Paul, Minn.	11	102.6	99.6	44.25
★ Kansas City, Mo.	6	104.7	101.6	80.86
★ Omaha, Neb.	7	104.6	101.5	38.79

Cities 100,000-249,999

★ Des Moines, Iowa	5	107.7	104.6	33.53
★ Kansas City, Kan.	4	106.9	103.8	14.76
★ Topeka, Kan.	21	111.5	108.2	17.05
Wichita, Kan.	0	101.7	98.7	32.27
Duluth, Minn.	5	99.5	96.6	11.93
★ Lincoln, Neb.	15	110.4	107.1	17.66

Cities 50,000-99,999

★ Cedar Rapids, Iowa	10	107.9	104.7	15.07
Davenport, Iowa	1	100.6	97.6	11.74
Dubuque, Iowa	3	100.4	97.4	6.58
Sioux City, Iowa	4	100.8	97.8	11.78
★ Waterloo, Iowa	5	103.2	100.2	10.44
St. Joseph, Mo.	0	100.2	97.2	9.44
Springfield, Mo.	8	101.5	98.5	13.76
Sioux Falls, S. D.	5	96.7	93.9	9.53

Cities Under 50,000

★ Hutchinson, Kan.	7	104.7	101.6	5.96
Joplin, Mo.	0	102.2	99.2	6.18
★ Fargo, N. D.	6	107.5	104.4	8.49
Aberdeen, S. D.	7	100.1	97.2	4.03
★ Rapid City, S. D.	15	106.8	103.7	7.83

SOUTH ATLANTIC

Cities Over 500,000

★ Washington, D. C.	13	110.8	107.6	129.36
Atlanta, Ga.	21	102.4	99.4	83.16
Baltimore, Md.	0	102.5	99.5	116.10

Cities 250,000-499,999

Miami, Fla.	12	102.7	99.7	65.05
Tampa, Fla.	7	99.6	96.7	39.80
★ Norfolk, Va.	13	111.7	108.4	33.41

Cities 100,000-249,999

Jacksonville, Fla.	15	101.1	98.2	39.71
St. Petersburg, Fla.	7	99.3	95.4	26.07
★ Columbus, Ga.	5	104.8	101.7	14.13
Savannah, Ga.	4	95.9	93.1	13.91
Charlotte, N. C.	8	98.3	95.4	28.04
★ Greensboro, N. C.	15	103.5	100.5	21.01
Winston-Salem, N. C.	21	102.8	99.8	16.41
Newport News, Va.	7	98.6	95.7	11.35
★ Portsmouth, Va.	17	104.0	101.0	10.17
★ Richmond, Va.	12	103.5	100.5	41.37
Charleston, W. Va.	6	97.3	94.5	16.31

Cities 50,000-99,999

★ Wilmington, Del.	22	120.1	116.6	24.58
Fort Lauderdale, Fla.	12	97.3	94.5	21.31

Orlando, Fla.	13	97.4	94.6	23.18
Pensacola, Fla.	0	97.4	94.6	11.27
Albany, Ga.	2	101.0	98.1	6.27
Augusta, Ga.	7	97.1	94.3	11.70
Macon, Ga.	2	100.9	98.0	11.31
Asheville, N. C.	13	101.7	98.7	11.93
★ Durham, N. C.	5	104.6	101.6	10.39
High Point, N. C.	14	102.8	99.8	6.30
★ Raleigh, N. C.	15	110.1	106.9	14.46
★ Charleston, S. C.	24	103.5	100.5	10.84
★ Columbia, S. C.	16	106.2	103.1	16.03
Greenville, S. C.	14	99.5	96.6	12.42
★ Lynchburg, Va.	23	106.0	102.9	7.66
Roanoke, Va.	10	102.8	99.8	13.41
Huntington, W. Va.	9	95.9	93.1	11.62
Wheeling, W. Va.	0	94.3	91.6	8.19

Cities Under 50,000

★ Cumberland, Md.	6	108.9	105.7	5.85
Hagerstown, Md.	0	98.9	96.0	5.81
★ Salisbury, N. C.	13	108.4	105.2	3.90
Wilmington, N. C.	6	94.3	91.6	5.69
Spartanburg, S. C.	18	100.2	97.3	7.35
Charlottesville, Va.	11/17	102.8	99.8	6.07
Danville, Va.	3	100.4	97.5	5.72

EAST SOUTH CENTRAL

Cities Over 500,000

★ Memphis, Tenn.	16	113.3	110.0	6.64
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Cities 250,000-499,999

Birmingham, Ala.	9	102.7	99.7	47.27
Louisville, Ky.	0	101.0	98.1	48.99

Cities 100,000-249,999

Mobile, Ala.	14	101.4	98.4	22.40
★ Montgomery, Ala.	6	105.0	101.9	16.61
★ Jackson, Miss.	15	107.9	104.8	21.60
Chattanooga, Tenn.	7	99.1	96.2	22.50
★ Knoxville, Tenn.	11	104.8	101.7	21.80
★ Nashville, Tenn.	8	106.1	103.0	31.84

Cities 50,000-99,999

Florence-Sheffield-				
Tusculum, Ala.	5	101.5	98.5	7.57
Gadsden, Ala.	6	96.5	93.7	6.39
Lexington, Ky.	15	97.4	94.6	12.63
Meridian, Miss.	5	100.1	97.2	5.25

Cities Under 50,000

Paducah, Ky.	19	102.7	99.7	5.38
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WEST SOUTH CENTRAL

Cities Over 500,000


New Orleans, La.	2	101.4	98.4	69.45
★ Dallas, Tex.	23	107.2	104.1	111.88
★ Houston, Tex.	3	103.4	100.4	114.24
★ San Antonio, Tex.	9	103.5	100.5	57.33

Cities 250,000-499,999

★ Oklahoma City, Okla.	8	110.1	106.9	46.54
Tulsa, Okla.	4	102.4	99.4	34.59
El Paso, Tex.	4	98.8	95.9	27.45
Fort Worth, Tex.	1	100.1	97.2	49.44

Cities 100,000-249,999

★ Little Rock-North				
Little Rock, Ark.	5	105.0	101.9	23.05



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-SM- Business Activity FORECAST

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) Sept.
Baton Rouge, La.	7	96.3	93.5	20.60
Shreveport-Bossier				
City, La.	11	101.9	98.9	23.65
Amarillo, Tex.	8	100.6	97.7	18.24
Austin, Tex.	13	102.9	99.9	19.63
Beaumont, Tex.	0	99.7	96.8	13.72
Corpus Christi, Tex.	2	101.0	98.1	18.63
Lubbock, Tex.	14	96.9	94.1	18.42
Wichita Falls, Tex.	12	94.5	91.7	10.69

Cities 50,000-99,999

★ Fort Smith, Ark.	6	109.2	106.0	8.10
Lake Charles, La.	0	97.4	94.6	8.22
Monroe-West				
Monroe, La.	8	98.9	96.0	8.97
★ Abilene, Tex.	10	103.4	100.4	10.62
Galveston, Tex.	0	99.8	96.9	6.56
Laredo, Tex.	6	102.5	99.5	4.84
Port Arthur, Tex.	0	101.6	98.6	7.57
San Angelo, Tex.	0	100.6	97.7	6.44
Texarkana, Tex. & Ark.	2	97.0	94.2	6.91
Tyler, Tex.	0	100.7	97.8	6.91
Waco, Tex.	7	101.6	98.6	12.41

Cities Under 50,000

★ Bartlesville, Okla.	16	106.0	102.9	3.90
Muskogee, Okla.	2	102.1	99.1	4.48

MOUNTAIN

Cities 250,000-499,999

★ Phoenix, Ariz.	24	103.8	100.8	51.87
★ Denver, Colo.	19	111.8	108.5	83.47

Cities 100,000-249,999

★ Tucson, Ariz.	17	103.8	100.8	25.82
Albuquerque, N. M.	8	100.2	97.3	28.01
Salt Lake City, Utah	15	102.9	99.9	33.75

Cities 50,000-99,999

Colorado Springs,				
Colo.	4	101.6	98.6	11.52
Pueblo, Colo.	0	100.8	97.9	9.71
Billings, Mont.	0	100.5	97.6	8.93
★ Great Falls, Mont.	11	108.4	105.9	9.45
★ Las Vegas, Nev.	24	113.4	110.1	15.06
★ Reno, Nev.	24	106.7	103.6	11.92
★ Ogden, Utah	6	107.7	104.6	9.47

Cities Under 50,000

★ Boise, Ida.	7	107.9	104.8	9.87
★ Butte, Mont.	8	108.0	104.9	5.56
★ Missoula, Mont.	19	114.5	111.2	5.51
★ Casper, Wyo.	5	109.9	106.7	5.87
★ Cheyenne, Wyo.	24	118.3	114.9	8.55

PACIFIC

Cities Over 500,000

★ Los Angeles, Cal.	10	111.3	108.1	387.17
★ San Diego, Cal.	22	104.3	101.3	68.84
★ San Francisco, Cal.	18	112.7	109.4	121.20
Seattle, Wash.	11	99.4	96.5	88.32

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) Sept.
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Cities 250,000-499,999

Long Beach, Cal.	0	94.1	91.4	41.27
Oakland, Cal.	5	94.3	91.6	49.80
★ Honolulu, Hawaii	24	114.6	111.3	41.24
Portland, Ore.	16	96.7	93.9	61.82

Cities 100,000-249,999

★ Berkeley, Cal.	10	108.9	105.7	14.23
★ Fresno, Cal.	16	105.9	102.8	31.62
★ Pasadena, Cal.	14	105.8	102.7	26.50
Sacramento, Cal.	19	92.4	89.7	28.30
★ San Jose, Cal.	24	104.7	104.3	36.52
★ Santa Ana, Cal.	20	117.1	113.7	22.75
Spokane, Wash.	0	101.5	98.5	26.41
Tacoma, Wash.	2	97.3	94.5	20.73

Cities 50,000-99,999

★ Bakersfield, Cal.	11	106.6	103.5	19.18
★ Riverside, Cal.	15	103.0	100.0	14.63
★ San Bernardino, Cal.	7	103.5	100.5	17.96
★ Santa Barbara, Cal.	19	116.4	113.0	12.69
★ Stockton, Cal.	15	109.6	106.4	19.54
Eugene, Ore.	13	99.9	97.0	9.87

Cities Under 50,000

★ Modesto, Cal.	8/8	110.8	107.6	11.88
★ Santa Rosa, Cal.	16	108.6	105.4	8.00
★ Ventura, Cal.	24	112.0	108.7	7.34
★ Salem, Ore.	6	113.8	110.5	11.45
Bellingham, Wash.	4	99.5	96.6	5.36
★ Everett, Wash.	11	104.1	101.1	7.16
★ Yakima, Wash.	1	103.1	100.1	8.83

CANADA

				102.0	100.0	1404.60
ALBERTA						
★ Calgary	10	103.1	101.1	22.33		
★ Edmonton	11	105.5	103.4	25.04		

BRITISH COLUMBIA

Vancouver	6	99.1	97.2	52.19		
Victoria	8	97.7	95.8	11.10		

MANITOBA

★ Winnipeg	17	111.4	109.2	34.61		
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NEW BRUNSWICK

★ Saint John	13	102.7	100.7	8.26		
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NOVA SCOTIA

Halifax	17	101.0	99.0	12.72		
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ONTARIO

Hamilton	12	93.7	91.9	23.70		
★ London	14	106.2	104.1	16.84		
Ottawa	7	96.2	94.3	23.85		
★ Toronto	17	106.6	104.5	147.04		
Windsor	10	94.8	92.9	9.72		

QUEBEC

★ Montreal	18	102.9	100.9	138.47		
★ Quebec	18	112.7	110.5	20.63		

SASKATCHEWAN

★ Regina	15	106.0	103.9	13.62		
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The Scratch Pad



BY T. HARRY THOMPSON

Remember when most of us put in for "the last two weeks in August" for vacation? Partly because the Labor Day weekend could be tacked on before we had to get back to the salt mines.

■ Pole vault: Bank-safe in Warsaw.

■ A Jack Leonard ad-lib: "Perry has around two million dollars in oil. What a messy way to keep your money!"

■ Chrysler Imperial is "America's most carefully built car." More carefully built than Cadillac, top of the General Motors line? Or the Lincoln Continental, top of the Ford line?

■ Slogan for G-E's spray iron: "Dew it yourself."

■ Reno version: "And they lived scappily ever after."

■ As a copy chief, I would have vetoed this headline for the Sunbeam Shavemaster: "Nothing shaves like a blade." To me, "blade" suggests Gillette and not an electric.

■ "We fix dings or dents," says a sign in the Olds service shop. I asked a mechanic what a "ding" is. He didn't know, either.

■ Stopper by Allegheny Airlines in The Wall Street Journal: "Take the wait off your feet."

■ Surprise twist by Revlon: "Flattery like this will get you everywhere."

■ "How to Retire Without Money," book title. With or without money, I think I'd flip just sitting and scratching, or playing deck-shuffleboard with a bunch of creaky Joes.

■ Slogan for the '61 Olds: "Watch that accelerator: it's loaded!"

■ Add similes: "No more guts than a skeleton."

Forget where I read it, but this geometry student says that, no, the guy isn't exactly a square; he's more of a rhombus.

■ I know nothing of Yul Brynner's offstage reactions, but something tells me that nobody ever gets in his hair.

■ According to Imp, Abe Lincoln was once accused during a debate of being two-faced. "I leave it to the audience," he rebutted. "If I had two faces, would I be wearing this one?"

Classic Ad-Libs Dept.: When the late Irvin Cobb, reporter and raconteur, was told that his boss, a curmudgeon, was ill, he feigned a sad expression and said: "Dear, dear! I hope it's nothing trivial!"

■ Art Linkletter likes to ask kids if they know what the whiskered sayings of adults mean. An 11-year-old boy figured how you could "eat your cake and have it." Buy two cakes!

■ People Are Funny Dept.: Elmer Cook was art director and I was a copywriter at the late, unlamented F. Wallis Armstrong agency back there in the Ice Age. Elmer doubled as contact on a Baltimore clothing account. "Look, Cookie," the client once said to him, "we are getting good art work. You know it. I know it. But kick! Kick! That's the way to KEEP it good!"

The War to End War

In case you care a fig about a date, it was 47 years ago today that President Woodrow Wilson issued his Proclamation of Neutrality, for Europeans were already at one another's throats in vast numbers.

Americans were advised to be "neutral, even in thought." There is such a thing, Wilson said, as being "too proud to fight." He was elected to a second term on the premise that "he kept us out of war."

It was a nice try, but Germany was pressing her luck and committed one too many Overt Acts, as our Princeton professor had called them. This sent the country to war (and the rest of us to the dictionary, to learn that "overt" means "open to view").

Teddy Roosevelt drew upon Holy Writ to say we would be "fighting at Armageddon." Woodrow did his damndest to avoid armed conflict, but promised that it would be "the war to end war."

Coming down to our time, the Japanese got trigger-happy in late 1941, and the battle-wagons came out of moth balls. With two giants like Japan and Germany arrayed against us, this second war made the first seem like a cookout.

Then there was the Korean mess, festering again as I type this. And, ever since, the United States has been perched on the rim of a volcano.

If war comes again, God forbid, man will vanish and monkeys will take over and grow their own bananas. I can hear them chattering: "This is where we came in!"

T.H.T.



R. Carl Chandler, Chairman of the Board, Standard Packaging Corp., introduces greeting card vending machines to the market.

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vital factor in gaining and maintaining a leadership position."



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